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ABSTRACT

This document contains 19 papers on volunteerism presented at a conference on aging. The papers, grouped into themes of trends and implications, resourceful roles, resources, and an agenda for the future, include the following: "Demographic Potential and the Quiet Revolution" (Opening Remarks by Robert A. Harootyan); "Volunteers in the 1990s" (Keynote Address by George Romney); "Resourceful Aging: Mobilizing Older Citizens for Volunteer Service" (Executive Summary and Commentary by Cynthia B. Costello); "Volunteerism by Elders: Demographic and Policy Trends, Past and Future" (Susan M. Chambre); "Volunteerism: Resourceful Opportunities" (Judith V. Helein); "Overview: Trends and Implications" (James Sugarman); "Resourceful SecuriTeam Volunteers" (Jose Castro); "Intergenerational Programs: A Manual for Success" (Ramona Frischman); "Volunteering Business Expertise" (David C. Buffam, Sr.); "Volunteers for a Healthy Lifestyle" (Fran Freedman); "Older Adults: Volunteer Resources" (Maria P. Smith); "Retirees; Community Service Resources" (Donna Anderson); "Volunteerism Legislation" (Thomas M. Kelley); "United Way and Senior Volunteerism" (Karen Heller); "Our Hope for the Future: America's Renewable Resource" (Trudy Cross); "Volunteerism in the Future: Service Credit Banking" (Hunter McKay); "Volunteerism: An Agenda for the Future" (Marian Heard); and "Volunteerism: Developing an Agenda for the Future" (Theodora Jackson). A directory of 32 programs and resources is included, as are the tables of contents of the other 4 conference volumes. (KC)

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RESOURCEFUL AGING: Today and Tomorrow

Conference Proceedings

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Volume II

VOLUNTEERISM

CE 060 806

AARP

American Association of Retired Persons

Cornell University

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RESOURCEFUL AGING:
Today and Tomorrow

Conference Proceedings

Volume II
VOLUNTEERISM

October 9–10, 1990
Arlington, Virginia

AARP

New Roles in Society Program
American Association of
Retired Persons

Department of Rural Sociology
Cornell University

New Roles in Society Project Staff

Robert A. Harootyan

Anita Stowell

Jane Takeuchi

Wendy A. Heil

Lori N. Marks

Wendy Cater

Annette Dixon

Sandra Williams

Cornell University Project Staff

Philip Taietz

Nina Glasgow

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The views expressed by the authors of the following conference papers are their own and do not necessarily represent formal policies of the American Association of Retired Persons. The papers are presented for information, debate, and discussion.

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Finally, a special thanks goes to the authors of the papers and the participants in the conference. Their knowledge, experience, and cooperation made the conference a lively event characterized by meaningful dialogue among a wonderful group of researchers, practitioners, policy makers, and exemplars of "Resourceful Aging: Today and Tomorrow."

OPENING REMARKS

DEMOGRAPHIC POTENTIAL AND THE QUIET REVOLUTION

Robert A. Harootyan
Director
New Roles in Society Program
American Association of Retired Persons
Washington, D.C.

Thirty million Americans today are age 65 and over, with the number projected to increase to 35 million older persons by the turn of the century. The official projection is likely to be an underestimate. Most Census Bureau projections in the past have been quite conservative estimates. It is feasible that by the turn of the century the number will approach 40 million.

During the last 30 years, the health of middle-aged and older Americans has improved substantially. In the 1990s, even greater advances are likely to occur. Major advances in biomedical technologies and drug interventions promise new ways to treat diseases, ameliorate their effects, delay their onset, and even prevent their occurrence. In the distant future, progress in genetic technologies is likely to generate even better treatment and prevention methods. Concomitantly, greater proportions of our population—at all ages—are adopting improved lifestyles and healthy behaviors.

The result is likely to be a population that not only lives longer but also lives healthier for a longer period of time. While diseases will still exist and take their toll on the oldest among us, their impact will be felt largely among the very old. These forces, when combined, are leading to what the New Roles in Society Program has called "the quiet revolution."

The Myopia of Negative Images of Aging

When most people talk about the growing elderly population, they become concerned about that growing number. There's no need to assume that those greater numbers are somehow a problem. This conference was not convened to explore the problems and burdens of an aging population. We have purposely avoided the orientations of most conferences on aging, where problems are described, burdens are emphasized, and the so-called demands of an aging society are discussed. Those are not the themes of this conference.

This myopia of thinking about the future older population can be crippling. We think there will be a healthier, more vital, increasingly active, more energetic, better educated, and more involved older population in the future than there is today.

We believe there is increasing recognition of the talents, experience, and

vitality among older persons. Resourceful aging is a theme that will receive increasing attention in the 1990s and beyond. This conference is a special opportunity for all of us—and our colleagues in program management, policy development, advocacy, and research—to focus even more attention on this issue. It's an opportunity to seek out the philanthropic sector, the business community, voluntary and civic organizations, and the aging network to be more involved in creating opportunities for resourceful aging. We can promote greater awareness and understanding of older people as resources in our society. And the more attention we pay to this idea *today*, the better off everybody—all generations—will be in the years to come.

"We will highlight what works and how today's 'exceptions' can be tomorrow's 'rules'—a new vision of what life could be like in an aging society."

This conference seeks to foster not only a new image, but a new reality of what it means to be an older person and a participant in our society *throughout* one's lifetime.

I'd like to share a true story about one exemplar of vibrant aging. Henry Stenhouse, a gentleman from North Carolina, was campaigning for a seat in the U.S. Congress.

Lots of people run for public office. What was so special about this case? There were three things. First, he drank rum and Gatorade. Maybe the rum makes it taste better or makes it work better. The second fact may be related to the first one: Mr. Stenhouse was 100 years old! That alone should make some of us think more openly and creatively about resourceful aging. The third fact is the confidence that Henry showed in response to a very pointed question from someone about his qualifications for public office. Henry, without missing a beat, said that he was "as qualified as anybody else because I can talk all day and say nothing." Mr. Stenhouse lives and breathes resourceful aging both mentally and physically.

During this conference, we will focus on the positive and resourceful aspects of aging in our society. Exemplars such as Henry Stenhouse will be showcased. We will explore the implications of a longer living population and stimulate increased awareness of the productive resources of midlife and older persons. We will highlight what works and how today's "exceptions" can be tomorrow's "rules"—a new vision of what life could be like in an aging society.

The conference has been organized into four tracks: family and caregiving, work and second careers, lifelong education, and volunteerism. Within each track, we will examine trends and their implications; describe resourceful roles that midlife and older people play; examine what resources are available or are necessary for these role options to become more commonly available; and develop an agenda for future action. The action agenda will include projections of needed programs, policies, research, and attitudinal and societal changes.

We are especially fortunate to have three exciting speakers for the plenary sessions during the conference: Dr. James Birren, Director of the Borun Center for Gerontological Research at UCLA; the Honorable George Romney, National Chairman of VOLUNTEER—The National Center; and Robert Maxwell, President of AARP.

This conference is not an end. It is a beginning. It is a catalyst for generating the possibilities and opportunities for Resourceful Aging: Today and Tomorrow.

Robert A. Harootyan is Director of the New Roles in Society Program at the American Association of Retired Persons (AARP). His experience in the field of aging included positions as Senior Analyst at the Office of Technology Assessment (U.S. Congress), Deputy Director of the Reverse Annuity Mortgage Program, San Francisco Development Fund, Associate Director for Research at the American Society on Aging, and Special Research Consultant in the Director's Office of the California Department of Aging. Prior to these positions, he served on the faculties of Cornell University, the University of Southern California (Andrus Gerontology Center), and the State University of New York at Oswego.

KEYNOTE PRESENTATION

VOLUNTEERS IN THE 1990S: COMMITMENT TO SERVE OTHERS

The Honorable George Romney
Chairman
VOLUNTEER—The National Center
Arlington, Virginia

The greatest threat to the future of our country is the multitude of serious social problems that we face. These problems include the disintegration of the family, widespread promotion of sex outside of marriage, teenage pregnancies, alcohol and drug abuse, crime, extreme pockets of poverty, homelessness, hunger, illiteracy, education that doesn't educate, and environmental degradation. These problems are occurring within the context of disintegrating communities. The social structure is eroding, communities are breaking up, and the governmental structure is crumbling as well. These problems are undermining our economic strength as well as the very fabric of our society.

America's social problems can only be solved by **people helping people**. I see volunteerism as a primary vehicle for curbing social problems.

Directed Individual Commitment

As the President has said, "If you can read, help somebody who can't read. If you have food and clothing and some to spare, help someone who doesn't." We can all help individually or by contributing to the many cooperative, community-based programs that address our social problems: Big Brothers, Big Sisters, Boy Scouts, Girl Scouts, the heart and cancer associations, among others. There are thousands of organizations that help people and communities overcome problems.

Unfortunately, I have seen a big change during my lifetime in personal commitment to community problem-solving. It used to be that when people faced problems too big to solve individually, they would turn first to their fellow citizens and organize some means of dealing with the problems. Their initial reaction and attitude was, "What can I do about it, or what can we do about it?" In my lifetime, however, the initial reaction of most Americans has changed to: "What's the government going to do about it?"

Well, government programs cannot completely solve these problems. Likewise, money is not the only solution. Social problems can only be solved by people helping people. People dedicated to helping others has given birth to many of the programs that battle our social problems—programs like Alcoholics Anonymous and Narcotics Anonymous, programs to help teenagers or people who are illiterate.

A survey of a cross-section of volunteer-dependent organizations has revealed that strong, well-organized programs are already in place to help people deal with specific problems like cancer, heart disease, and drug and alcohol abuse. What the programs need are adequate referral systems to meet their most salient requirement, volunteers. The importance of matching individuals' desires for volunteering their time with their interests and expertise was recognized and emphasized. This matching of interest and commitment is a fundamental component of any successful volunteer program.

There are many people who are committed to helping people, but they may not fully realize how their contributions can meet the specific needs of the community. And there are thousands of socially-responsive volunteer programs in every community that seek the help of people. What we need in every community is a volunteer center that can help people identify a program that they could fit into and derive satisfaction from. That's one of the things I'm personally committed to: creating organizations in communities throughout the country where people who want to help can go and find programs they can help.

In February 1970, VOLUNTEER—The National Center was created to fill this need to match volunteers with programs. We have established about 400 volunteer centers nationwide. They act as a clearinghouse, a place where people who are willing to give their time can find out about the agencies in the community. For example, in the metropolitan area of Los Angeles there are 14 centers that help 8,500 agencies recruit their volunteers. People can work with the volunteer centers to identify the particular group they are interested in helping. The centers also help identify agencies that need a volunteer's particular skills.

VOLUNTEER—The National Center began as a result of my long-standing involvement in volunteer activities. After the big Detroit riot in 1968, I visited the ghettos around the country. I saw volunteer programs in those ghettos that in most instances were superior to government programs. In the summer of 1968, Richard Nixon, the Republican presidential candidate, came to see me about these programs. He agreed to meet with the people running them. I brought people in from across the country to tell him what they were doing and why it was effective. He then asked me to serve in the Cabinet as Secretary of Housing and Urban Development. My responsibility, as I saw it, was to do what I could to strengthen community services.

National Commitment to Volunteerism

Today, volunteerism continues to be a top national priority. President Bush's Thousand Points of Light initiative visibly demonstrates a national commitment to the importance of community service. In fact, the Points of Light Foundation and VOLUNTEER—The National Center share a common purpose: to mobilize people and institutions in consequential community-service volunteering to solve serious social problems. Individually and collectively, we are striving to increase the number of volunteer centers and to

increase their visibility and effectiveness. We have a long way to go before we have a fully effective national network.

The Points of Light Foundation has been established as a congressional program, which means it is not a partisan program. In other words, it is a program enacted by both Democrats and Republicans. Bipartisan support for volunteerism and the National Service legislation sends a positive message. However, personally, I'm not sure that extending government funding to volunteer programs is good in all instances. I believe that volunteering is basically a private, not governmental, activity.

Encouraging youth to volunteer by subsidizing the activity is counterproductive: it is no longer volunteerism. There are already numerous programs that help youth become involved. Many schools have programs; some universities have as many as 50 percent of their students involved in volunteer activity. The students did not need government subsidization to become involved. Rather, they had a commitment to helping others.

Resourceful Aging: Volunteers

This theme, commitment to helping others and solving social problems, is recurrent among the four areas of the Resourceful Aging Conference. Older adult volunteers can take on resourceful roles in lifelong education, work, and family. Volunteerism offers older citizens a myriad of opportunities. They can derive personal satisfaction from their work as well as benefit by living healthier and longer lives. Volunteerism allows them to use their lifetime of learning and commitment to help others.

Older volunteers are a valuable resource. For example, an older adult volunteer can have a positive impact on a young person heading down the road of crime. Taking an interest and being a good example is the best way to help a young person switch paths away from crime. Volunteering individual attention is not *an* answer, it is the *only* answer. There also is a need for older Americans who can use their wisdom and interpersonal experience to help keep families together and help them function effectively.

"America's social problems can only be solved by people helping people."

An example of a program where active seniors have enriched the lives of those less fortunate than themselves is the Service Credit Program. The program encourages healthy, able seniors to recognize their own resourcefulness and to realize that volunteering is a basic means of helping friends and neighbors. In service credit programs, volunteers accrue credits that they can later use in exchange for services they may need in the future.

Future Contributions for Solutions to Social Problems

I have indicated that we are either going to strengthen our ability to curb and solve the major problems of society or

those problems will have a disastrous effect on our economy and society. Lincoln said that our country would never be destroyed from without; we could only be destroyed from within. When you take a look at the array of our country's domestic problems, including homicides, street gangs, homelessness, drug abuse, and all the other social disasters, there is a good reason to be concerned about whether or not Lincoln was right.

The problem of illiteracy is illustrative. First Lady Barbara Bush's involvement has launched a number of organizations and campaigns addressing the problem. And yet, despite these massive contributions of both time and money, we really are not making progress in reducing illiteracy. There are still many students coming out of our schools who cannot read and many adults who are illiterate.

The literacy campaign is an indication of the level of effort required to solve social dilemmas. My message is that no matter how many organizations are involved and no matter how much money is contributed, individuals must be committed and directly involved in solving our social problems.

George W. Romney is the Founding Chairman of VOLUNTEER–The National Center. His distinguished and varied career has included serving as Chairman Chief Executive Officer of the American Motors Corporation, as three-term Governor of Michigan, and as Secretary of the U.S. Department of Housing and Urban Development.

EXECUTIVE SUMMARY AND COMMENTARY

RESOURCEFUL AGING: MOBILIZING OLDER CITIZENS FOR VOLUNTEER SERVICE

Cynthia B. Costello
Director of Employment and Volunteerism Policy
Families USA Foundation
Washington, D.C.

"Everybody can be great because everyone can serve."

—Martin Luther King, Jr.

American society is facing a crisis. In cities and towns across America, illiteracy rates are on the rise, the incidence both of teenage pregnancy and of drug and alcohol abuse among our youth and adult population is increasing, the acquired immune deficiency syndrome (AIDS) epidemic is spreading, and health care and long-term care programs for all our citizens are inadequate. Many communities thus find themselves ill-equipped to respond to the needs of their residents.

Midlife and older volunteers can help. Although volunteerism cannot substitute for comprehensive programs to address pressing social needs, through carefully designed programs older volunteers can make a difference. As tutors, they can teach young children and adults how to read. As mentors, they can provide at-risk youth with stable, adult role models. And as respite workers, they can offer relief to caretakers responsible for frail relatives and people with AIDS.

The role that senior volunteers can play in well-designed community service programs was a central focus of the American Association of Retired Persons (AARP) conference, "Resourceful Aging: Today and Tomorrow," held on October 9-10, 1991 in Arlington, Virginia. Presentations in the volunteerism sessions addressed changes in the nature of volunteerism and the trends likely to affect volunteerism in the future, exemplary programs that employ older volunteers in community service, the elements and resources necessary for successful volunteer programs, and projections of the resources and changes needed to stimulate volunteerism in the coming decades.

This paper summarizes these major themes and issues as they were presented. The first section reviews the demographic trends in senior volunteerism. The second section describes positive models of senior volunteer programs. The third section discusses the prerequisites for designing effective senior volunteer programs. And the final section outlines the changes that would be required for a national movement of senior volunteers.

Senior Volunteerism on the Increase

Demographic trends point toward a tremendous reservoir of untapped talent for senior volunteerism. By the year 2000, Americans over the age of 65 will number 35 million. Studies presented at the conference by Susan Chambré (this volume) show that the interest in volunteering on the part of midlife and older persons is on the rise. Twenty-five years ago, the involvement of elders in community service was a novel idea. Since then, however, the percentage of older Americans who volunteer has increased dramatically. Chambré (this volume) reports that among those age 65 and over, the increase has been from 11 percent in 1965 to 38 percent in 1985.

According to Chambré, several factors account for this increased participation in volunteerism among older citizens. First, with more women moving into the labor force, the traditional source of daytime volunteers—women—has been diminished. Thus, as organizations look to new sources, older citizens present a ready market. Second, changes have occurred in society's views of the "typical" older person. Increasingly, we have come to recognize the role of elders not as dependents but, rather, as "active participants." The growing awareness that many older persons are healthy and vigorous has opened the door to volunteer options.

Third, changes have occurred in organizational efforts to recruit and employ volunteers in new and creative ways. The expansion of Voluntary Action Centers—community organizations that recruit and place volunteers—together with the growth of volunteer programs within national organizations has expanded volunteer opportunities for older persons. At the American Red Cross and the United Way of America, older people represent a significant proportion of the volunteer population; in fact, more than half the volunteers at the American Red Cross are over 55 years of age. Finally, older people themselves have increasingly come to see volunteer work as an opportunity to apply their skills and experience in new endeavors. The conference introduced exemplary volunteers such as Harriet Griffin (this volume), who shared their personal experiences as volunteers challenged to make meaningful contributions to society.

What do we know about the characteristics of volunteers age 55 and over? As Karen Heller (this volume) reports, the United Way found in its study, *Retirees: A Profile of the 55 and Over Market* (1988), that older volunteers share similarities with younger volunteers. Older persons with higher incomes and educational levels are more likely to volunteer than those with lower incomes and educational levels. Those who volunteer in earlier years are more likely to volunteer later in life. Like

"Despite the surge in senior volunteerism, many older citizens do not volunteer; for every five older volunteers, there are another two older Americans who would like to volunteer but do not."

younger volunteers, most older citizens volunteer with religious organizations. The two factors most likely to encourage an older person to volunteer are "being asked by someone" and prior involvement in the organization (United Way of America, 1988).

Many retirees are healthy, able, and interested in committing their time to volunteer service. Large numbers of older citizens are already volunteering in their communities. In 1981, 5.9 million, or 23 percent of the population over age 65, volunteered (Louis Harris and Associates, 1982). But despite the surge in senior volunteerism, many older citizens do not volunteer; the National Academy of Sciences reported that for every five older volunteers, there are another two older Americans who would like to volunteer but do not (Institute of Medicine, 1986). And many who do could increase the number of hours they spend volunteering.

As Judy Helein (this volume) reports, a study conducted by AARP found that 40 percent of older volunteers currently spend fewer than 10 hours per month volunteering and that 35 percent spend between 10 and 20 hours per month (AARP, 1988). Some of these older volunteers are not interested in spending additional time in community service, but others would probably increase their hours if challenging opportunities were presented. This same AARP study found that time constraints, physical limitations, and family concerns are the most common barriers to participation in volunteer programs. Few persons say they are uninterested in volunteering. The challenge is to build on the successful models of senior volunteer programs in order to mobilize the millions of older citizens who are ready and willing to volunteer.

Successful Senior Volunteer Programs

There are literally thousands of successful senior volunteer programs in communities across the country. Some, such as the Senior Corps of Retired Executives and the Older American Volunteer Programs, receive public support. The private sector—both employers and unions—also play an important role in supporting senior volunteerism through such programs as the Minneapolis-based National Retiree Volunteer Center (NRVC). Probably the largest contributors to senior volunteerism are nonprofit organizations. From the United Way and the local chapters of the American Red Cross to the local homeless shelters and day care centers, nonprofit organizations depend on senior volunteers to deliver their services.

Some of the exemplary senior volunteer programs discussed at the conference are described below.

Older American Volunteer Programs

As Thomas Kelley (this volume) reports, the federal government encourages volunteering by older Americans primarily through the Older American Volunteer Programs of the ACTION Agency. These include the Retired Senior Volunteer Program (RSVP), the Foster Grandparent Program, and the Senior Companion Program. These programs are supported principally by federal funds, but state and

local governments and private sources also contribute. Grants are awarded to local agencies, private nonprofit agencies or public agencies that recruit, place, supervise, and support older volunteers age 60 and over. Two of the programs (Foster Grandparent and Senior Companion) are for low-income volunteers who receive a stipend of $2.35 per hour for their services. RSVP offers to reimburse volunteers for expenses.

In 1990, 450,000 older Americans served as RSVP volunteers. They served in such areas as youth counseling, literacy enhancement, long-term care, crime prevention, refugee assistance, and housing rehabilitation. At the same time, approximately 18,000 Foster Grandparents worked with children and teenagers with special needs. And approximately 7,800 Senior Companions volunteered with the disabled and frail elderly to enable them to maintain independent living arrangements.

One example from RSVP demonstrates the importance of the Older American Volunteer Programs. In 1985, Laubach Literacy Action, the nation's largest volunteer literacy organization, joined with RSVP to launch a novel literacy project. They trained 2,800 older tutors over a three-year period in 71 locations across the country. The volunteers spent up to two full days learning literacy training techniques and then went on to teach 4,300 adults how to read. An additional 500 older volunteers helped with project fundraising, outreach, publicity, and office staffing.

The Laubach/RSVP literacy program changed the lives of its adult students. One student reported that she could not read labels at grocery stores or fill out job applications prior to enrolling in the program. Learning to read opened up her world. And many of the older volunteers received as much as they gave. "Once you see the joy on somebody's face when they take something and figure it out for themselves," stated one volunteer, "you feel like you're ten feet tall and you know you've given them something that they'll never lose. They'll always have that gift and you know you gave it to them" (Families USA Foundation, 1989).

The Service Corps of Retired Executives

David Buffam (this volume) reports on the Service Corps of Retired Executives (SCORE), which was established by the Small Business Administration (SBA) 25 years ago. Confronted with the need of small businesses for management assistance, SBA pioneered the concept of using retired business executives as counselors. The experiment was successful, and SCORE now has 13,000 volunteer members who offer counseling in approximately 750 locations. SCORE members are primarily retirees who, before retiring, worked as chief executive officers of large corporations, small business owners, computer consultants, doctors, lawyers, government officials, airline pilots, and university professors.

Since it began, SCORE has counseled nearly 2 million clients with a variety of needs. Last year alone, SCORE volunteers provided more than 300,000 small business people with high-quality individual counseling. Some clients seek advice about going into business. Others are business owners confronting problems in their businesses. Still others are successful

business operators who lack the knowledge and skill to expand their operations.

One-on-one SCORE counseling is offered without charge. SCORE also conducts training seminars on topics ranging from capital requirements and pricing techniques to marketing, advertising, and inventory control. A small fee is charged to cover the cost of these seminars.

The AARP Volunteer Talent Bank

The AARP Volunteer Talent Bank (VTB) provides a model for a system that matches the skills of volunteers with the needs of community agencies. Begun in 1986 to serve AARP's need for volunteers for its own programs, VTB now provides referrals to 12 other organizations as well, linking both AARP members and nonmembers age 50 and over with appropriate volunteer positions nationwide. Participating agencies range from the American Red Cross to the Peace Corps, and from Laubach Literacy Action to the U.S. Fish and Wildlife Service.

Information on more than 12,000 older volunteers is listed in VTB, with approximately 7,000 volunteers available for referral. The data on each include skills, interests, paid and unpaid work experience, preferred work schedule, and geographic availability. Equally detailed information is included on positions within AARP and other participating agencies. Agencies interview the volunteers referred to them by VTB and communicate their "hiring decision" to talent bank staff for follow-up and evaluation purposes.

VTB's emphasis on matching volunteers' skills to available positions is helping to upgrade the status of volunteering. Many of the participants have high-level management or business backgrounds that can be applied to their volunteer work. And, unlike many volunteer programs, VTB attracts mostly male registrants.

The National Retiree Volunteer Center

Corporations are a natural place to recruit retirees for community service. The NRVC, a nonprofit organization headquartered in Minneapolis, works with retirees and their former employers to set up corporate-based retiree volunteer programs. NRVC facilitates the development and implementation of these programs. Its initial efforts focused on 21 employers in the Twin Cities area; the center is currently working in 11 cities with 40 major employers. Affiliates of NRVC, such as the Bay State Retiree Volunteer Council in Massachusetts, are working to bring the employer-based retiree volunteer model to their communities.

According to NRVC's executive director Donna Anderson (this volume), the strength of her organization's approach rests in the merging of corporate resources and senior control over the volunteer programs. Although corporations underwrite the costs of these programs, the programs are managed and staffed solely by retirees on behalf of the retirees of a particular corporation. Retirees define the community service projects they want to work on and mobilize other retirees to work in them. Retirees manage food centers; train mothers receiving benefits under Aid to Families with Dependent Children in nutrition and child care;

conduct research for nonprofit organizations; and serve on the boards of libraries, museums, and educational institutions.

Since 1985, NRVC has helped to develop employer-based retiree volunteer programs at companies such as Honeywell, General Electric, General Mills, Dow Chemical, 3M, Mellon Bank, and the *Boston Globe*. The benefits provided to the corporation, to retirees, and to the community explain the success of the NRVC model. For the employer, the program provides visibility in the community and a means of recognizing its former employees as valuable assets. For retirees, it provides an avenue for finding fulfillment through meaningful volunteer work. And for the community, retirees provide a tremendous resource for solving critical community problems.

Linking Lifetimes

Linking Lifetimes is a national, multisite research and demonstration program established to promote programs that match elder mentors with at-risk youth. The goal of this initiative, as stated by Trudy Cross (this volume) at the conference, is to test the effectiveness of using senior mentors to "help at-risk youth and young offenders become productive and self-reliant members of society." Around the country, 10 Linking Lifetimes programs are pairing elder mentors age 55 or older with adolescents. The initiative is supported by six national funders: the Florence Burden Foundation, the Edna McConnell Clark Foundation, the H.W. Durham Foundation, the Exxon Fund for Productive Aging, the Ittleson Foundation, and the Charles Stewart Mott Foundation. The model for these programs was developed by the Center for Intergenerational Learning at the Institute on Aging at Temple University in Philadelphia.

According to Trudy Cross, the target groups involved in the projects are (1) middle-school children who are in danger of dropping out of school, (2) young offenders—persons age 11 to 21 who have appeared before the juvenile justice courts, and (3) elder mentors—persons age 55 or older who are willing to commit time and energy to help a young person.

"For the older volunteers, the program offered a way to forge new and meaningful connections. And for the young people . . . the program provided the missing link in their daily lives."

At each site, 10-25 mentors work with up to three young persons apiece. The young people are drawn from youth and family agencies, middle schools, boys' clubs, and juvenile justice systems. The mentors are recruited from churches, synagogues, senior citizen clubs, and RSVP. Each mentor spends 2-20 hours a week with his or her young person, providing guidance on individualized goal setting, parenting and life-planning skills, job readiness and career planning, and use of community resources. Mentors receive

stipends of $2-6 an hour or expense reimbursement.

The Linking Lifetimes project includes a strong evaluation component that assesses the benefits of mentoring relationships. Previous research, conducted by the Philadelphia-based research firm Public/Private Ventures, found that a positive mentoring relationship can reassure the young person of his or her intrinsic worth, inculcate positive values, and encourage a purposeful life. One of the programs Public/Private Ventures evaluated was an alternative sentencing program in Saugus, Massachusetts. Created and administered by a local chapter of the International Union of Electrical Workers, the program paired union retirees with jailbound youngsters age 18 to 22 to help them find work, to monitor their performance and attendance, and to provide personal support. For the older volunteers, the program offered a way to forge new and meaningful connections. And for the young people who grew up without caring and consistent adult relationships, the program provided the missing link in their daily lives.

Unwavering and nonjudgmental commitment to the individual young person was the hallmark of the successful mentor in this program. Many of the program's retired volunteers had faced major challenges in their own life, ranging from periods of unemployment to marital and family difficulties to bouts of alcoholism. One volunteer summed up his role as a mentor for up to seven young people at a time: "Me, I don't have an education, but I have an education that I went through in life, and that's what I teach them" (Freedman, 1988).

STAY WELL Program

STAY WELL is a comprehensive health promotion program administered by the New York City Department for the Aging. Based on the concept of peer support, STAY WELL uses senior volunteers to bring health promotion activities to other senior citizens. These volunteers provide stress management and exercise, walking clubs, health forums, and blood pressure screenings to widely diverse groups of older adults at senior centers, libraries, and senior residences. STAY WELL secures resources in each neighborhood and community through the *pro bono* services of local hospitals and mental health centers, local government agencies, and voluntary health agencies such as the American Red Cross.

Fran Freedman (this volume) states that STAY WELL is an exemplary senior volunteer program with an excellent training component, good supervision, and annual recognition events. Its volunteers start out with a 12-session health education course; designed in collaboration with the New York Academy of Medicine, this course is presented twice a week, for six weeks, to small groups of seniors. Graduates then participate in a six-session volunteer training program to learn the leadership, group work, and teaching skills necessary to conduct health promotion activities.

STAY WELL staff supervise and monitor the trained volunteers, making frequent site visits to observe them in their roles as teachers and leaders. Continuing education is offered through special annual retraining sessions that enable volunteers

to refine their skills and learn new techniques.

The New York City Department for the Aging has helped other communities start health promotion programs through the publication of a "how-to" guide and the provision of on-site, hands-on technical assistance to localities. In New York City alone, STAY WELL volunteers annually provide nearly $1 million in free services to New Yorkers over 60 years of age.

The Senior Mentor Program of Dade County, Florida

Ramona Frischman (this volume) describes the successful Senior Mentor Program, which was first launched in New Mexico on a pilot basis and then replicated in Florida. This program pairs gifted adolescents with retired senior citizens to improve relationships between the generations and expose students to the social change process.

Initially, high school teachers were recruited to offer instruction in gerontology to students who were matched with retirees from local senior citizen centers. During planning sessions, the students and their elderly partners jointly determined issues and topics affecting the elderly. The culminating event was a town forum, which brought together the students, the senior mentors, and community participants to identify the central concerns of the elderly. One outcome of the forum that emerged as a key issue was loneliness among the elderly; another that emerged as a central concern was access to health care. One outcome of this forum was the commitment by community officials and students to raise funds to help defray the costs of health care for low-income elders. On their own, the students raised $6,000 in cash and pledges for dental and vision care services for the elderly.

Designing Effective Volunteer Programs

Examples abound of quality senior volunteer programs in organizations and communities across the country. Unfortunately, organizational barriers to senior volunteerism also persist. For example, although organizations are increasingly turning to older volunteers, they often fail to treat each volunteer as an individual. Instead, they make assumptions about older volunteers as a group, such as that retirees have limitless time on their hands and can be plugged into any volunteer time slot. Nor do organizations always ensure the safety of senior citizens who volunteer their services in inner-city neighborhoods. However, if organizations are going to encourage older volunteers to work with at-risk youth, transportation to and from the inner city must be provided and a safe environment must be guaranteed.

As Judy Helein (this volume) and James Sugarman (this volume) report, organizations are sometimes unable to integrate senior volunteers effectively. They do not develop adequate job descriptions or supervise volunteers properly. Those that use older volunteers harbor attitudes of paternalism and ageism, and paid staff are often uncomfortable with frailty. Thus, communication between paid staff and volunteers is sometimes poor, which sets the volunteers up for failure.

On the other hand, organizations that use senior volunteers face certain challenges, one of which, as Maria Smith (this volume) notes, is how to make room in key positions for younger volunteers and other elders. Moving seniors out of positions they have held for a long time and done well in is difficult. Yet older volunteers need to be treated the same as younger ones.

What is needed, especially in leadership positions, are routinized rotation and succession plans. Closely related to such plans must be explicit and imaginative career pathing that enables volunteers to see opportunities for themselves beyond their current jobs. Career pathing need not always involve a move upward but can take many forms—for example, cross-training to new skills; interspersing management, organizational support, and hands-on service opportunities; and volunteer exchanges with other agencies. Sound succession planning and imaginative career pathing result in vigorous organizations and volunteers of all ages.

What lessons can be drawn from the many effective senior volunteer programs across the country, as well as from the problems that remain? Quality volunteer programs for older adults have several elements in common: an effective recruitment strategy, positive working conditions, and some system of incentives or fringe benefits.[1]

An *effective recruitment strategy* targets older volunteers through the organizations they join or use, such as religious institutions, congregate meal sites, libraries, community clubs, and senior centers. In addition, older volunteers are often effectively recruited through individuals they know. Corporations or unions are also natural places to recruit older citizens for volunteer service, just as the former employer or union is an important reference point for many retirees.

In reaching out to the minority community, it is imperative that organizations look at their own makeup and policies. If an organization has an entirely white staff and board, it is unlikely that minority elders will feel welcome. As Theodora Jackson (this volume) emphasizes, promotional materials must reflect the diversity the organization is trying to attract. In addition, organizations interested in recruiting minority volunteers should recognize that many blacks and Hispanics identify as members of a family or community, rather than as senior citizens. When an elder in a minority community brings a neighbor a meal or takes a friend to the doctor, the individual probably considers the act as helping rather than volunteering. Since older blacks or Hispanics may not relate to the concept of volunteering, organizations need to take cultural differences into account when designing volunteer programs.

"Organizations need to take cultural differences into account when designing volunteer programs."

[1] For a fuller discussion of the elements in quality senior volunteer programs, see *Productivity Plus: Mobilizing Older Citizens for Employment and Community Services* (Families USA Foundation, 1989).

An effective volunteer program must have *favorable working conditions.* Older volunteers will be drawn to agencies that treat them well and use their skills. The bottom line is that volunteers should be treated like paid workers: they should be given good training programs, clear job descriptions, and regular evaluations.

Like paid workers, volunteers are most effective if organizations provide sufficient orientation and initial training, followed by periodic in-service training. A good training program takes care to orient volunteers for positions that supplement, rather than replace, paid workers. This is especially important to labor unions concerned with job displacement. Organizations should not only develop job descriptions but also interview volunteers for the positions. Then, periodic evaluations enable both volunteers and agencies to assess whether a particular assignment is working out. Training in new skills or to higher skill levels not only is intrinsically useful, but also can be a source of increased self-esteem.

Finally, a good volunteer program provides *fringe benefits* to older volunteers. In some cases, these benefits are material. The provision of stipends (as occurs with the federally funded Foster Grandparent and Senior Companion programs) can encourage volunteering among low-income older persons. Reimbursement for transportation and meals can ensure that these costs do not discourage people from volunteering. And the direct arrangement of carpools or taxi service can make a big difference to older volunteers who lack ready access to transportation.

The provision of service credits amounts to a different type of incentive. Hunter McKay (this volume) reports that the Robert Wood Johnson Foundation has pioneered the concept of service credit volunteer programs with six projects around the country. The goal of each program is to increase the long-term care services available to senior citizens in the community by using elder volunteers. A sponsoring organization trains volunteers to provide such services as household assistance, transportation, and food shopping that are crucial to facilitating independence among the frail elderly. Computer technology enables the organization to catalog the availability of these volunteers. For every hour volunteers spend helping a frail elderly person, they earn an hour's worth of credit for services they may need from another volunteer in the future. The program sponsor stores a record of these credits, which volunteers can collect on at a later point if the need arises.

While service credit programs are an innovative concept, important issues remain to be resolved, such as the complexities of recordkeeping, the guaranteeing of paybacks, and the portability of service credits for volunteers who move out of state. Another problem may arise because bartered services must be assessed for tax purposes.

The rewards for volunteering need not necessarily be material. They can also be symbolic. Among older people with few other opportunities to gain recognition, awards for outstanding achievement or length of service can encourage volunteerism.

On a day-to-day basis, volunteers want positive social contact, just as paid workers do. Sugarman (this volume), the former director of New York City's RSVP program, describes a conversation with an

RSVP volunteer that captures the importance of social contact for an older volunteer. One of his senior volunteers was asked, "What keeps you going?" The volunteer responded, "I take my vitamins every day. I volunteer as much as I can. These people need me and expect me to show up each day. And I make sure I get enough sex." When asked what he meant by sex, the volunteer responded, "I make sure that I get hugs every day." This RSVP volunteer "kept coming back" to his volunteer job because there he could count on receiving hugs from people who cared about him.

Mobilizing Senior Citizens for Community Service

The problems and challenges confronting our communities today—from inadequate child care to rising illiteracy, from crime and alcohol abuse to inadequate health care—are unlikely to diminish in the coming decades. The solution to these problems will require both a renewed commitment to the programs that have proven successful in the past, such as Headstart, and the initiation of new programs, such as universal access to health care for the millions of Americans who are currently uninsured or underinsured.

At the same time, the problems confronting our communities present an opportunity for older citizens to carve out new volunteer roles. America's growing number of older citizens are able and willing to use their vast experience and talents to help others. Thus, within their population is a tremendous underused capacity that could be tapped for community service. This capacity includes the millions of senior citizens who do not currently volunteer but indicate a desire to do so (Institute of Medicine, 1986).

However, older Americans will not step into these roles automatically. A serious expansion of senior volunteerism will require a commitment of resources. The elements necessary for a successful volunteer program—recruitment, training, supervision, and recognition—all cost money. Where are these resources going to come from?

The private sector—both employers and labor unions—must be convinced that it is in their interest to promote volunteerism. Demographic projections indicate that corporations are going to confront a shortage of skilled workers in the coming decades. According to a 1987 report by the Committee for Economic Development,

> if present trends continue without corrective actions, American business will confront a severe employment crisis. The scarcity of well-educated and well-qualified people in the workforce will seriously damage this country's competitive position in an increasingly challenging global marketplace....Our industries will be unable to grow and compete because an expanding educational underclass will be unable to meet the demands of such jobs (Committee for Economic Development, 1987).

For many companies, labor shortages are already a reality. Thus, as corporations turn their attention to the need to develop a skilled workforce, senior volunteers working as tutors and mentors offer a strong resource. Many companies already realize this, but others need to be educated.

Employers can do a great deal to expand senior volunteerism. It can be presented as an option in preretirement programs. Companies can also institute retiree volunteer programs for their own retirees. Consolidation and expansion of participation among the newly retired is an important strategy. New retirees are easier to train for volunteer jobs than those who have been out of the labor force for a long time. José Castro (this volume) describes SecuriTeam, an exemplary program that was established by Security Pacific, a California-based company; the program involves 260 retirees and over 2,000 active employees in hundreds of community service projects. In addition, employers can facilitate senior volunteerism both by donating funds for recruitment, training, and publicity to nonprofit organizations and by "loaning" older workers to organizations needing volunteers.

Labor unions are important players in any movement for senior volunteerism. Retired union workers have important skills to offer their communities, while labor organizations have an interest in demonstrating labor's commitment to community service. The American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), for example, has a long history of volunteerism; in fact, the community service departments of the AFL-CIO predate most existing voluntary service agencies. The grass-roots organization of unions is ideally suited to many volunteer service efforts. Smith (this volume) reports that the AFL-CIO and other unions have formal partnership agreements with the American Red Cross for cooperation during disasters. Union members, both active and retired, are central players in disaster relief efforts, helping to rebuild homes and repair electrical systems.

"It can become the role of government, in partnership with the private and nonprofit sectors, to promote volunteerism and spearhead new volunteer approaches and programs."

The nonprofit or independent sector must be incorporated into this partnership as well. Surprisingly, this sector is a much underused resource for volunteerism. Today, there are over 7 million national, regional, and local organizations in the independent sector, including religious organizations, funding agencies, schools and universities, hospitals, self-help groups, research organizations, social service agencies, cultural organizations such as museums and theaters, and social and professional membership organizations. Yet there is little interaction among these different types of organizations even though many people volunteer in more than one grouping. Much could be done to increase volunteer opportunities and the size and breadth of the volunteer pool; what is needed is a greater awareness of each other's needs, purposes, resources, and activities among the segments of the nonprofit sector.

In recent years, an unfortunate assumption has emerged that nonprofits can step in when government funding dries

up: In fact, the opposite is true. Since community-based service organizations often administer government programs, reduced government funding for social programs has a negative effect on the infrastructure and staffing of such organizations, thus adversely affecting their capacity to deliver services of all kinds. Furthermore, a shrinking safety net for senior citizens has a negative impact on their ability to volunteer.

Finally, the public sector—at the federal, state, and local levels—needs to work to create a climate in which volunteer programs can flourish. The programs currently funded by the federal government—SCORE, the Older American Volunteer Programs, the Peace Corps, and Volunteers in Service to America—should be strengthened and expanded. So should the many excellent programs at the state and local levels, such as STAY WELL, described earlier. There is much good experience here on which to build.

In addition, volunteering should become an allowable activity in many government-funded programs, from Headstart to job training to education. The federal Administration on Aging's funding of local Area Agencies on Aging and State Units on Aging provides a model in this regard. Thus funded, these agencies then have the discretion to use that money for a variety of activities, including volunteerism. It is through this flexible approach that federal funding partially subsidizes the costs of volunteers for programs such as Meals on Wheels.

It can become the role of government, in partnership with the private and nonprofit sectors, to promote volunteerism and spearhead new volunteer approaches and programs. The last few years have witnessed some promising developments in this regard. Bipartisan leaders have called on American citizens of all ages to volunteer for service in communities across the country. As Marian Heard (this volume) underscores, President George Bush's establishment of the Points of Light Foundation will encourage every American to participate in community service directed toward solving serious community problems.

The National and Community Service Act passed by the 101st Congress also promotes volunteerism. This legislation provides new government funds for innovative community service programs across the country while also strengthening existing programs such as the Youth and Conservation Corps. It also increases opportunities for senior volunteerism: as tutors in school-based volunteer programs, as mentors in youth and conservation corps programs, and as volunteers in Headstart through the Foster Grandparent Program. In a tight fiscal period, the passage of the National and Community Service Act has sent a positive signal about the importance the federal government attaches to volunteerism.

National leaders have taken some important first steps in moving volunteerism forward. But these are only first steps toward the creation of a senior volunteer movement. The partnership we envision would launch a public relations campaign aimed at raising the consciousness of the American public about the value and contributions of senior volunteers. Such a campaign would change public attitudes that perpetuate a climate of ageism in organizations. It would counter the intergenerational equity argument that

senior citizens are taking resources away from the young. And, perhaps most importantly, it would encourage the demand for public and social programs. The citizenry must be mobilized to tell public officials that volunteerism is important; then those officials must be held accountable.

In short, what is needed is a partnership in the true sense of the word, where the federal government and leaders from the corporate, union, and nonprofit sectors come together to create a movement and commit resources for senior volunteerism. Such a movement would yield great benefits. A national network of senior volunteers would provide the human potential to meet many of the needs of America's communities in the years ahead. An infusion of senior volunteers into community service would provide a valuable example of civic responsibility to all Americans, especially the young. And the resulting intergenerational linkages would promote understanding between the old and the young.

Finally, a senior volunteer movement would contribute to a healthier senior population. Studies show that when older people keep active and purposeful, they are more successful at combating the infirmities of old age. Equally important is the impact such a movement would have on the mental health of older citizens. The most common reason older people give for volunteering is self-esteem. Retirement often means the loss of influence and respect. Volunteerism can provide the means for regaining an identity and sense of purpose for older citizens.

Everybody wins from the mobilization of senior citizens for volunteer service. Older citizens stand ready to respond to a call for their services. Let that call go out.

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Cynthia Costello has been Director of Employment and Volunteerism Policy at Families USA Foundation for the last four years. Dr. Costello has a Ph.D. in sociology from the University of Wisconsin at Madison. She is the author of *We're Worth It! Women and Collective Action in the Insurance Workplace*, published in 1991.

OVERVIEW: TRENDS AND IMPLICATIONS

VOLUNTEERISM BY ELDERS: DEMOGRAPHIC AND POLICY TRENDS, PAST AND PRESENT

Susan M. Chambré
Associate Professor of Sociology
Bernard M. Baruch College
New York, New York

A quarter century ago, the involvement of older people in community service was introduced as an innovation. Barriers to their involvement at the time seem incidental today in light of the improving images of active older adults. My own research and review of existing programs suggests several ways to expand volunteer involvement in the future.

Involvement in Volunteering

Over the past 25 years, several surveys have asked people about their involvement in volunteering. Table 1 shows some of these data. Even though some key differences between surveys make it difficult to trace changes (e.g., surveys use varied definitions of 'volunteering'), data show a marked rise in involvement. In 1965, about one in ten older people volunteered compared to almost four times that proportion of older volunteers in 1987.

The increase in older volunteers has several sources. First, older people became an important new source of daytime volunteers as more and more women moved into the paid labor force. Second, the stereotype of the "old lady sitting in a rocking chair" has given way to a new image of a vibrant, unwrinkled but gray-haired couple playing tennis.

In society as a whole, a number of new opportunities to volunteer have evolved as have efforts to create new roles that use unpaid labor in a systematic fashion. In many cases, these opportunities have been targeted to elders. Throughout the nation, voluntary action centers link people of all ages with unpaid jobs. For elders, new programs like Foster Grandparents, Retired Senior Volunteer Program (RSVP), Senior Corps of Retired Executives (SCORE), and Senior Companion have had a direct impact on the hundreds of people involved. The programs have also raised the consciousness of people not directly involved by promoting the idea that volunteer work offers possibilities for contributing to society while giving the volunteers important personal benefits. AARP's sponsorship and collaboration with other organizations has also created a host of important opportunities. Preretirement planning programs and popular magazines like *50 Plus* and *Modern Maturity* regularly extol the virtues of volunteering as a way to a meaningful life in later years.

Table 1
Percent of Older Persons Who Volunteered in Selected Years

Year	*Age Group*	*Percent*
1965[a]	65 and over	11
1974[b]	65 and over	14
1981[c]	65 and over	37
1981[d]	65 and over	23
	65-69	28
	70-79	23
	80 and over	12
1985[e]	65 and over	38
1986[f]	65-74	40
	75 and over	25
1987[g]	55 and over	37
1987[h]	65-74	40
	75 and over	29

[a] U.S. Department of Labor. (1969). *Americans Volunteer*. Washington, DC: U.S. Government Printing Office.
[b] ACTION. *Americans Volunteer—1974*. (1975). Washington, DC: ACTION.
[c] Gallup Organization, Inc. (1981). *Americans Volunteer—1981*. Princeton, NJ: Gallup Organization, Inc.
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There is another explanation for the increased involvement of older adults in volunteerism. Table 2 shows the proportion of different age groups volunteering in three different years of study. The two earlier studies demonstrate a u-shaped phenomenon, with more mid-life people volunteering and relatively fewer people in their 20s and later life involved. In recent data collected by Independent Sector (1988), however, the decline in volunteer participation occurred at a later age.

The decline has been assumed to be an effect of aging. I would like to suggest an alternative explanation. The difference in participation rates may be a difference in educational levels among the generations. Recent data in Table 2 show that participation has evened out across all ages. (Note that the generally higher participation rates shown in the Independent Sector study are probably due to varied definitions of volunteerism in the surveys). This finding might be attributed to greater similarity in educational levels across generations in the current population. In 1965, people who were 65 and older were less educated as a group.

Expansion of Future Involvement

Together, the demographic changes have converged to create an important social resource—large numbers of older persons volunteering during the hours when people in other age groups are unavailable. With this in mind, I have several observations on ways to expand participation in the future. In general,

Table 2
Proportion of Americans Who Volunteered in the Past Year by Their Age, Selected Years

	Year		
	1965[a]	1973-74[b]	1987[c]
Age			
14 to 24	14	20	
18 to 24			42
24 to 44	24	30	
25 to 34			45
35 to 44			54
45 to 54	20	25	48
55 to 64	14	21	47
65 and over	11	14	
65 to 74			40
75 and over			29

[a] U.S. Department of Labor. (1969). *Americans Volunteer*. Washington, DC: U.S. Government Printing Office.
[b] ACTION. (1975). *Americans Volunteer—1974*. Washington, DC: ACTION.
[c] Independent Sector. (1988). *Giving and Volunteering in the United States*. Washington, DC: Independent Sector.

given appropriate opportunities, current volunteers could expand their time commitment. People 65 and over spend about six hours a week in volunteer work, not much more than people in midlife.

For older persons, volunteering is commonly assumed to be a substitution of roles—a way to adjust to retirement and reduced family responsibilities. This is evident in the names of two major programs, Retired Senior Volunteer Program (RSVP) and Foster Grandparents. Many of the nurturing volunteer roles, especially those involving children, define the role in kinship terms, such as a foster grandparent. While this is an appealing role for many people, I suggest that volunteering might also be identified as a leisure substitute—an alternative to expressive (and sometimes expensive) leisure activities.

"Older people are less often connected to community work through their social roles than are young adults . . . Volunteerism provides that link to community involvement."

A second observation is that older people are less often connected to community work through their social roles than are young adults. The roles that people acquire in later life, such as being grandparents and great-grandparents, are meaningful and involve specific duties and responsibilities, but are not necessarily connected to the community. Volunteerism provides that link to community involvement.

Third, I think there is a need for greater attention to the impact of permanent and seasonal migration on people's commitment to volunteer activities. A considerable number of older people are 'snowbirds,' who move for several months to warmer locations. Short-term but recurring commitments

might be created for these people to work in the communities to which they move on a seasonal basis. Perhaps national organizations could arrange these assignments. Seasonal migration might, in fact, coincide with increased demands that may be placed on some of these organizations in seasonal communities.

A final point is that many older volunteers are essentially volunteers who have grown older. Various organizations and programs have expanded participation by providing interesting work-, family-, or leisure-substitute opportunities that sustain involvement across the life span. At the same time, we need to learn more about how to harness the energies of less active people who may not have had a lifetime of successful involvement in either their paid jobs or their community work.

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VOLUNTEERISM: A PERSONAL PERSPECTIVE

Harriet Griffin
Volunteer Spokesperson
Women's Initiative
American Association of Retired Persons
Fort Worth, Texas

I am one of the old, old volunteers asked to participate in this program. As Pogo said, "I have met the enemy, and it's me." Well, I've met old age, and it's me.

I believed that retirement was a time when I could do nothing or a time when I could do everything. Since I was free to do what I pleased, I needed to be responsible for what I was pleased to do. When I retired in 1976 from 42 years of working in a school system, I started teaching in a local university. Shortly after, I began volunteering for AARP. At first, I was not impressed, but as AARP zeroed in on programs such as health care issues, caregiving, and consumer education, I became addicted. I gave up my teaching job and became a full-time volunteer. Why did I do it? Not because I didn't need the money or because I disliked teaching. I thought that as an AARP volunteer, I could make a difference.

At my age, time is the most valuable thing I can spend. There's no loss that equals wasted time. Growing older does not give me the privilege of wasting time. To be inactive would be socially wasteful and personally destructive. It is true that "the plow that rests rusts."

From my viewpoint, older volunteers can be advocates. We can be lobbyists for the truth and point out half-truths. We can clarify issues. We can point out the difference in facts and biased opinions. Everyone is entitled to his/her own opinions, but not his/her own facts. We can serve on boards, commissions, and study groups where we have opportunities to be opinion makers. In a way, we can be "truth squad volunteers."

Truth squad volunteers could be effective in dealing with the many talk shows that have practically taken over radio. Callers voice opinions based on misinformation, prejudice, or bias. Unfortunately, much of this information may be perceived by listeners as truth. As Napoleon said, "If you tell a lie often enough, it becomes the truth." One way of pointing out the truth could be having volunteers call in on talk shows in response to misleading information concerning areas such as national health insurance, Medicare, Social Security, and long-term care.

As volunteers, we want to use our experience and expertise. Our expertise, however, is not always recognized. A few years ago, I was on a task force to plan a traveling Smithsonian exhibit in my city.

The task force included museum and art gallery directors, college professors, and business and civic leaders in the community. Each person was assigned a task to implement. When the director of the exhibit called on me as an AARP representative, she suggested that I lead our membership in making cookies. "Cookies!" I exploded. The committee roared with laughter, but they did get the point.

There's nothing wrong with baking cookies. But too often, "baking cookies" is perceived as the principal contribution of older volunteers, with disregard for the individual's experience.

Many of us bring expertise from lifework as engineers, laborers, lawyers, bankers, entertainers, ministers, physicians, and educators. We represent the diverse backgrounds of ethnic minorities and the disabled, too often the unappreciated and unrecognized. We older persons are

"I believed that retirement was a time when I could do nothing or a time when I could do everything."

grateful for the opportunity to volunteer, but we want to do so in areas that are meaningful, and that make a difference. If asked, if given the opportunity, we all can contribute in our own special way. We can make a difference.

VOLUNTEERS: RESOURCEFUL OPPORTUNITIES

Judith V. Helein
Director
Office of Volunteer Coordination
American Association of Retired Persons
Washington, D.C.

Once upon a time, in a land far across the sea, there lived a king and a court jester. The king loved the court jester very much because for many years the court jester made him laugh and feel good.

In that tiny kingdom, the king wielded a great deal of power. He even had power over life and death. If he sentenced someone to die, it was final. The sentence could not be revoked.

One morning the king woke up in a very bad mood. When he arrived to hold court, in a fit of temper, he sentenced the court jester to death. As soon as he said the words, he realized what he had done. There was no going back because too many people had heard the sentence, so very quickly he said to the court jester, "Because you have made me happy for so many years, I shall let you choose how you prefer to die."

The court jester thought for a few minutes, looked at the king and said, "Your majesty, I prefer to die of old age."

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The world is a better place for older people today than it was 10 years ago. We've come a long way, but we still have work to do.

Eleven years ago, older people were perceived to be recipients of service. Today, more and more older people are seen as resources—the givers of service.

I work with older volunteers, people over 50, most in their 70s and 80s, and some in their 90s. These folks are wonderful role models. Aside from the concerns of economic security, and health and long-term care, old age can also be measured in terms of positive issues. The role models I have met demonstrate:

- romance—folks who have been married more than 50 years and who hold hands under the dinner table;
- adventure—people who build ships and sail them long distances, people who white-water raft the Colorado River and live to tell the tale, and people who take trips around the world at age 78;
- enrichment—people who go back to school, learn new skills and develop new careers, people who do things they've always wanted to do but never had the time, like travel and hobbies;
- achievement—volunteers all over the country who are establishing programs and services to meet the needs in their communities.

The Volunteers

More than 30 years ago, Dr. Ethel Percy Andrus, a volunteer, took up one of the challenges of a lifetime when she founded AARP. The work of AARP's volunteers is a living response to Dr. Andrus' call for action. Through dozens of AARP volunteer opportunities, older men and women invest their time and talents in programs that better the lives of all Americans. Well over 350,000 of our members contribute their services to AARP, enabling us to reach out and deliver programs and service.

Each volunteer is an individual reaching out with unique skills and talents to solve a particular problem or fill a need in the community. Each individual makes a difference and changes his/her own life as well as the lives of those served.

According to AARP'S 1988 study of *Attitudes of Americans Over 45 Years of Age on Volunteerism*, two out of five (39 percent) Americans over age 45 contributed time in 1987 for some type of volunteer activity. Education and income appear to be factors related to volunteering. More than half (52 percent) of those with any college education volunteered in 1987, and 50 percent of those earning over $30,000 had participated in a volunteer program. Those with a graduate degree had an even higher level of participation (57 percent). By gender, men were slightly more likely to volunteer than women (42 percent compared to 37 percent).

When comparing volunteer participation by employment status, those who worked part-time or who were self-employed were more likely to volunteer than full-time workers. Over half (51 percent) of part-time workers and 49 percent of self-employed workers volunteered, whereas 40 percent of full-time workers volunteered. Retirees were somewhat less likely to volunteer, with a participation rate of 37 percent. Demographic characteristics of retirees may explain this lower rate of retiree volunteerism. As a group, retirees are older, poorer, and less well-educated than those who are not retired, which are all factors related to lower rates of volunteering.

"Each individual makes a difference and changes his/her own life as well as the lives of those served."

The most frequently cited reason (listed by 42 percent of respondents) for participating in a volunteer program was the need to feel useful. Others responded to societal concerns: 26 percent said they had a responsibility to volunteer and 20 percent responded to people needing help. Older Americans volunteer for a variety of programs, but most (57 percent) are working for a church group or in some type of community service (40 percent). Nearly a third (30 percent) are involved in school/youth programs, and 27percent are participating in social or civic organizations.

The most common barriers to participation in volunteer programs mentioned were time constraints (mentioned by 48 percent), physical limitations (mentioned by 24 percent), and family concerns (mentioned by 14 percent). Only 8 percent of respondents said they

were uninterested in volunteerism, and nearly one-third (31 percent) of those currently not in a volunteer program said they would be interested in volunteering in the future.

Volunteer Talent Bank

The AARP Volunteer Talent Bank (VTB) matches potential volunteers over age 50 with suitable positions. The computerized data base contains 12,000 people registered to volunteer, 6,100 of whom are available for referral. Of those available for referral, 53 percent are men and 45 percent are women.[1] Over two-thirds of the VTB registrants are between 60 and 74 years of age: 18 percent are between 60 and 74, 29 percent are between 65 and 69, 22 percent are between 70 and 74. Of available registrants, 7 percent are minorities. (Note: Race is an optional question on the registration form.) Almost one-third of all available registrants are in three states: 12 percent are in California, 11 percent are in New York, and 8 percent are in Florida.

The VTB also includes information on registrants' interests and skills.

Summary: Removing Barriers to Volunteering

Even with the extensive skills and experience that older people can share through volunteering, there are a number of barriers faced by this population. Some ways to remove these barriers are listed below.

[1]Note: Percentages do not add up to 100 percent, because not all respondents answered this question.

Registrant Interests[2]	*% Response*
Social/Personal Services	48
Health	42
Business	39
Consumer Affairs	37
Education	34

Registrant Skills[3]	*% Response*
Communications	74
Business Detail	69
Management	68
Guidance/Education	66
Manual Skills	61

[2]Note: Only top five responses included.
[3]Note: Only top five skills listed.

Age Bias

Gain an understanding of our attitudes on our own aging process and older volunteers' attitudes about their own aging.

Stereotypes and Assumptions

Examine the stereotypes we hold about older people and the assumptions that older volunteers bring with them. It is important to recognize older adults as individuals when considering their resourcefulness. Older people are often lumped into the same category, with the assumption that "all older people have time on their hands and need something to do." All

older people are not the same. Each is a unique individual.

Societal Perceptions

Continue to promote the significant contributions and achievements of older volunteers.

Society must perceive older people as givers of service, not merely as recipients of service.

Time Constraints

Make it easy for people to connect. Work to strengthen volunteer centers and RSVP programs.

By successfully removing the barriers to volunteerism, we can significantly increase the willingness of older adults to participate in volunteer opportunities. At the same time, we will expand our availability of resourceful older adults, givers of service.

Reference

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OVERVIEW: TRENDS AND IMPLICATIONS

James Sugarman
Former Director
Retired Senior Volunteer Program of New York City
Singer Island, Florida

Many new terms have surfaced during the past decade: productive aging, active aging, OPALs (older people with active lifestyles), STARs (seniors taking active roles), younger older folks. Whatever term we use, we need to acknowledge that the new breed of older people is here and probably has been here since the turn of this century. And, they are here to stay.

During my 15 years in community service work as a practitioner with older people, I have had the opportunity to serve as a participant observer of the senior volunteer experience. My role as Director of the Retired Senior Volunteer Program (RSVP) in New York City has given me enormous respect for the group of older people who choose to remain active through volunteer service.

The way older people view themselves has changed greatly in the last decade. Living into later years shifts one's perspective of how many years constitutes being "older." In 1979, a woman I knew had just had a pacemaker implanted at the age of 103. She was still serving as an active volunteer for a social action group, maintaining her apartment and taking care of a 75-year-old bachelor son, who could have been living on his own. When asked why her son could not prepare his own meals, her response was that he was too busy. She said in all earnest, "You know these young people, they never have time for their parents." To her, "young" was five years younger than she, and "old" was five years older than she.

People of all ages are capable of adapting to unexpected experiences. Last year, I interviewed a man who had been in business his entire life and had recently become blind. He decided to become involved in community service. He wanted to volunteer his time. We discussed the possibilities of a seeing eye dog and computer training, but even with substantial investigation, I told him it would be difficult to find him a placement. He was determined, however, and since he was bilingual, I was able to find him a placement teaching conversational English to a recent arrival to the United States. When he discovered that the young person wanted to learn English to speak to her fiancé, in the bedroom, he just continued the lessons and helped her translate the words as best as possible. The volunteer experience was far different than he or I had ever anticipated. Contrary to stereotype, older people are willing to discuss issues that younger people feel are too controversial or too painful to discuss.

Another example of older volunteers' willingness to experience new opportunities is related to the acquired immune deficiency syndrome (AIDS) crisis. When New York City was faced with a crisis of infants infected with AIDS literally boarding in hospitals, there were not enough foster care placements and the infants were not receiving proper stimulation. Resourceful senior volunteers with available daytime hours came to their assistance.

Older people are also involved in advanced technology. Of the 150 volunteers who applied for the RSVP tax counseling program for the elderly, 10 had worked during their professional careers on computers. The program engages older people as IRS-trained tax aides, and the applicants were very qualified for the positions, especially with their computer backgrounds. The new age of modern technology had become apparent in our "new age of older volunteers."

From my experiences with volunteers, I have learned that the definition of old has to change for the "new breed of older people" engaged as senior volunteers. "Older" no longer means the end or the last quarter of life. It actually means another beginning, a new chapter. This new chapter can span 30 to 40 years.

Changes in Response to Demographic Trends

In the 1980s volunteering by older people was no longer merely a continuation of the roles which white middle-class housewives had been doing prior to their husbands' retirements. Substantial numbers of older people from minority communities, particularly African American seniors, got involved in volunteer service. Both blue- and white-collar men got involved, as well. People began to engage in volunteer work prior to retirement as a way of assisting with their transition to retirement. Those who retired early began volunteering and retired to something rather than retiring from something.

"Older people are willing to discuss issues that younger people feel are too controversial or too painful to discuss."

Retired middle-class people with professional skills reached out to their communities, even in the poorest neighborhoods. Recruitment for placements in high-crime neighborhoods was difficult, as older people felt vulnerable to crime. There have been cases in New York City of volunteers being mugged on their way to and from assignments.

Through their volunteer work, older people have expressed good feelings about themselves, even when the rest of the world was telling them they had little or no value. Volunteers have expressed feelings of empowerment that have enabled them to

handle demanding assignments and gain strength to confront other challenges.

Barriers for Older Volunteers

Along with the positive aspects of older volunteer involvement, there have also been problems. These problems will continue and must be addressed to enhance active volunteerism. Some of the problems stem from misunderstanding and ageist attitudes, for instance, when staff are unable to successfully integrate senior volunteers into their programs. Staff do not always understand the capabilities of older people, and thus find it difficult to place them. On several occasions, I have heard paid staff say, "This group of folks asks too many questions," and "they know more about office management than we do, which makes me uncomfortable."

The paid staff rarely trained these new volunteers adequately about policies and rarely communicated procedural information. Senior volunteers often stayed longer with agencies than the paid staff, yet these same senior volunteers were treated as though they had just arrived when new staff came on board. Senior volunteers who felt knowledgeable with the information they had gained about an agency and its services were never asked to use or share that knowledge. And finally, paid staff have incorrectly attributed some of older volunteers' behavior to frailty, anger or loss and have not known how to counsel or refer the person.

Older people of the last decade presented a great many challenges. We professionals, paid and volunteer, have failed in meeting this challenge. At last we have begun to recognize that it is only the beginning of a tidal wave of new challenges that the new breed of older people will present to us during this decade.

Several programs have begun to address this new wave of people. These include:

1. Programs that offer substantial training and recognize the interest of many older people in lifelong learning.
2. Opportunities that build on skills and education.
3. Projects that strengthen older people's knowledge about the world around them and help them take control of their environment and their lives.
4. Programs that offer new social experiences.
5. Programs that guarantee safety and security to the volunteers servicing "high risk" populations.
6. Activities that offer respect for the individual's worth and contributions.

Though we have come a long way, we have a great deal to learn about senior volunteerism, its development, management and nurturing. The time to start learning and doing more is now. The future of senior volunteerism is in our hands.

RESOURCEFUL ROLES

RESOURCEFUL SECURITEAM VOLUNTEERS

José Castro
Vice President
Community Affairs
Security Pacific Corporation
Los Angeles, California

I have been asked to address several issues regarding volunteerism and the impact of older persons on volunteerism now and in the future. Specifically, this paper responds to the following questions:

- What contributions have older persons made to community service?
- Will this increase over the next 25 years and if so, why?
- What strategies has Security Pacific utilized to involve retirees?

Security Pacific's employee/retiree volunteer program, SecuriTeam, encourages employees and retirees to volunteer in community service. SecuriTeam undertakes community service projects using a team format. All involvement takes place on the volunteer's own time, not company time. Teams are organized by geographic location.

SecuriTeam was established in April of 1982, when eight employees attended the first meeting. Now, eight years later, SecuriTeam membership has reached 6,500, 260 of whom are retirees (approximately 4 percent). There are 13 chapters, nine in California, and one each in Arizona, Nevada, Oregon and Washington.

Annually, SecuriTeam undertakes over 500 community service projects contributing more than 5,500 hours of service and providing over 15,000 volunteers in the process. Cumulatively, SecuriTeam has contributed over 300,000 hours of service to the community and has provided 77,000 volunteers.

What Contributions Have Older Persons Made to Community Service?

There are three key areas of contributions by older adults to community service.

1. Expertise: the knowledge and experience that an older person brings to a project is by far the most important contribution. In many cases, community organizations would not be able to afford this level of expertise if they had to pay for it. The Service Corps of Retired Executives (SCORE) and the Executive Service Corps in California are examples of programs that capitalize on volunteers contributing their expertise to community service.

2. Accessibility: Retirees are available to volunteer during daytime hours. This is particularly significant with the continued increase of women entering the workforce, since historically they have made up the traditional volunteer force.
3. Intergenerational: With the resource demands at both ends of the age spectrum, intergenerational programs have proven to be a successful way to provide resources and mutual support for both age groups. An example of this kind of program is the Foster Grandparents Program, which pairs older adult volunteers with children.

Will the Contributions of Older Persons to Volunteerism Continue to Increase Over the Next 25 Years?

The importance of the contributions of older persons will continue to increase due to the following:

1. Increases in the federal deficit translate into reductions in financial contributions to social service programs from government. There is, therefore, an increased need for volunteer support of social service programs.
2. Increased economic competition internationally at a time when U.S. academic standards and achievements are at a record low translates into a need for shared expertise in classrooms. As we move toward more hi-tech jobs requiring a better prepared workforce, there is an increased need for volunteer support of educational programs.

Now, more than ever before, the involvement of older people is needed, and will be even more so in the future. Government and business, recognizing the inevitable decrease in financial support, have identified human resources as a key element to supplement the decline in dollars. The government has established (1) the Office on National Service, (2) the Points of Light Foundation, and (3) the Points of Light Program to encourage volunteer involvement in the community. Businesses have placed emphasis on employee and retiree volunteer programs and are actively involved in educational enhancement programs.

"The knowledge and experience that an older person brings to a project is the most important contribution . . . Community organizaitions would not be able to afford this level of expertise if they had to pay for it."

It appears that the three main issues of the 1990s where volunteerism will be most needed are environment, education and the elderly. Each of these topics will be impacted by what will become the fourth major issue in the 90s, U.S. economic prosperity. These issues are affected as a result of the shift of assistance away from financial to human resource support in both government and the private sector. In

our time, when older people make up the fastest growing population group in the country, it follows that older people will become one of the most important resources in addressing the issues of the 90s.

What Strategies Does Security Pacific Utilize to Involve Older Persons/ Retirees in SecuriTeam?

The first step in involving older people is to get them interested in the volunteer program before they retire. SecuriTeam provides information to older workers regarding the benefits to retirees from involvement in the program. This information is conveyed through employee publications and exit counseling sessions.

After retirement, retirees are informed of volunteer opportunities through Security Pacific retiree publications. Soon after retirement, retirees receive a personalized letter from a fellow retiree inviting them to join SecuriTeam. Presentations are made at the annual company retiree luncheon. Specific projects are designed and tailored to retirees' interests. For example, the Executive Service Corps calls upon the managerial experience and expertise of retirees. Given that currently only 4 percent of SecuriTeam participants are retirees, much room for improvement remains.

Things to Remember When Developing a Retiree Volunteer Program

Security Pacific has been most successful in recruiting volunteers when:

- Projects were short-term commitments (one- or two-day events).
- Projects allowed volunteers to call upon their lifelong professional expertise.

In conclusion, I believe that in the 1990s and into the 21st century, older people will not only represent the largest and fastest growing population in our society, but will also make the largest contribution in addressing most social problems.

INTERGENERATIONAL PROGRAMS: A MANUAL FOR SUCCESS

Ramona Frischman
Coordinator
Department of Community Participation
Dade County Public Schools
Miami, Florida

The Issue: Ageism

Although there are always social issues which must be faced by educators and by society, three issues in particular demand attention in the 1990s. Racism, sexism, and a third "ism"—one relatively new to our vocabulary—ageism. Referring to the discrimination against a group or an individual because of age, ageism is most often practiced against members of two distinct groups in our society: those over 60, and those under the age of 18.

Educators and community and business leaders have only recently begun to realize that ageism not only limits the workforce, but the very practice leads to alienation of two groups that make up 50 percent of the population. The Dade County Public Schools have continued to demonstrate their ability to make an impact on these critical issues with a network of intergenerational programs.

The success of programs such as Project Move, Adopt-a-Grandparent, Dade Parents, and the Senior Mentor Program has shown that volunteers working hand-in-hand with citizen-students can help ensure the success of the educational system. Dade County, Florida has been using expert and qualified assistance from outside sources for years to help ensure successful educational programs. One such outside source, which can offer immediate assistance to educators, is the increased involvement of citizens from communities served by local school systems. Community involvement and active participation in educationally sound endeavors can have a tremendous impact on the provision of services for students while simultaneously combatting ageism.

Volunteer Programs

Most Dade County Schools have one or more "Dade Partners," an extensive volunteer program organized and monitored by the Dade County Public Schools Department of Community Participation. These "partners in education" are community and business leaders who donate time, expertise gained from past experiences, and, at times, financial assistance while working on behalf of "their schools." These programs have helped develop and enrich the talents of students.

Project Move is another Dade effort in volunteerism. Miami's older volunteers in education tutor students and work with them in arts and crafts projects. The Adopt-a-Grandparent program has grown from nine pilot schools in 1983 to more than 50 elementary, middle and senior high schools. Some 3,500 students, 3,000 nursing home residents, and other older persons are actively involved.

Since only approximately two percent of the senior population of Florida resides in nursing homes, another program, one with even more far-reaching social and educational implications, has been established. The Senior Mentor Program brings gifted students together with retired, active older persons to expose students to real-life community organization and the social change process. Dedicated seniors, community leaders, partners in education, and senior mentors assist the school system not only in a dollars and cents savings for educational programs, but by providing a vast array of learned skills and knowledge for the future leaders of our communities.

An Intergenerational Background

The Intergenerational Law Advocacy program was started in 1985 when Paul Nathanson, professor of law at the New Mexico School of Law, and Richard Kalish, social pathologist and gerontologist, began to address the social problem of ageism. These visionaries planned a major project designed to study the effects of ageism in this country and to subsequently address the problem effectively. The ultimate goal was the linking of adolescents with the elderly in an on-going effort to "bridge the generational gap" and to improve relationships between these two groups in society.

The New Mexico pilot paired students from four high schools with retirees from local senior citizen centers. Teachers offered instruction in gerontology, and students and their older partners determined issues specifically related to problems of the older generation. These issues were brought before a Town Forum, the culminating event for the project. Some concerns that were identified were loneliness among the elderly, health care, and crimes against the elderly.

The governments represented at the Town Forums gave some financial assistance for health care for the elderly, and the students raised pledges for donations for professional dental and vision care services for the elderly. These monies were placed in a trust fund to help defray medical expenses for the elderly with the greatest need.

The final goal of the New Mexico pilot was to develop a program that could be emulated in other areas. And in 1987, with support from the Villers Foundation in Washington, D.C., the Institute of Public Law (IPL) began the Intergenerational Law Advocacy Program to address crime against the elderly. Florida was one of five states selected to participate in the project.

Expansion and Growth

In January 1988, on a strictly voluntary basis, approximately 350 students began

their study of policy issues that affect the elderly. As in the New Mexico pilot, students from several participating Dade County high schools were paired with groups representing older people to determine what type of community-oriented projects could be undertaken on their behalf.

"Older adults and Law Advocacy students will assist lawmakers in the drafting of laws that will have a positive influence on the future of both older adults and the youth of Florida."

A number of personal "pairings" of Senior Mentors and students began to develop into genuine and permanent social relationships. Gifted students, students at risk and students from all participating high schools were involved. In 1989, Dade Middle School students joined the participating high schools by adding Dade Partners, the Senior Mentor program, Project MOVE, Adopt-a-Grandparent, and the Intergenerational Law Advocacy Program to their curricula.

Dade County's Intergenerational Law Advocacy Program has been involved in the following vital areas:

1. Law Advocacy students are given the opportunity to exchange ideas with speakers from various advocacy organizations who have knowledge about older adult concerns as well as issues concerning the young. These Law Advocacy students also attend and actively participate in public forums and legislative hearings that deal specifically with age-related issues.
2. Law Advocacy students participate in a network of advocates who are developing strategies to improve policies for the overall well-being of both the elderly and the young.
3. Older adults and Law Advocacy students will assist Florida lawmakers in the drafting of laws that will have a positive influence on the future of both older adults and the productive youth of Florida.

Mutual Benefits to Old and Young

Working one-on-one with Dade's youth has been a successful way for many older adults to realize their dream of helping young people overcome the "anxieties of youth." Wesley Wilson, age 71, expressed his sentiments: "I enjoy exposing today's young people to a world they otherwise may never have learned about. Besides, by being an active Senior Mentor, I don't have time to just sit around and fret about my personal aches and pains." Mr. Wilson works with a young man who had been identified as a potential school drop-out. Today, with Mr. Wilson by his side, the young man attends school regularly, has a "B" average in his classes, and is making plans to attend college.

The Senior Mentor program has grown from 20 mentors to well over 100 dedicated people since it began four years ago. Quality is the key. Senior mentors

are chosen and asked to design programs based on their personal expertise. Interested students are then paired with the senior mentor most "geared" to their individual needs. Involvement is strictly voluntary on everyone's part.

The students of the Dade County Intergenerational Law Advocacy Program adopted a Bill of Rights for Older Adults in 1989 written by a student participant of the program.

> America's Older Adults. . . . . have the right to respect!
>
> America's Older Adults. . . . . have the right to adequate health care!
>
> America's Older Adults. . . . . have the right to proper food, and housing!
>
> America's Older Adults. . . . . have the right to protection from crime!
>
> America's Older Adults. . . . . have the right to share with all of us their wisdom, and their lifetime of experiences!
>
> We, as American teenagers, have the obligation to help to secure these rights for America's older adults. . . . . remembering that we too will one day become older adults, and, one day, we too will wish to have these rights granted to us!

These statements exemplify the positive impact that the Dade County Programs have on breaking down the barriers of ageism.

Bumper's Buddies

In closing, I share an example of an intergenerational program in Dade County, the Animal Companionship Project. The project was created by Dr. Richard Dillman, a retired veterinarian. All of the students who were chosen for the project were considered to be at risk of dropping out of school. Three mornings a week, throughout the entire school year, the students spent two hours at the agricultural school. Dr. Dillman taught them to train animals, including rabbits, cats, birds, dogs and a 950-pound, one-year-old bull named Bumper. Bumper is an orphan born at the Miami Agricultural School, one of the Dade County public schools.

Bumper has had a wonderful effect on the lives of the 15 sixth grade students who cared for him. Before they began working with Dr. Dillman and their animal companions, these students' attendance record was a combined 57 percent. By the end of the school year, their attendance averaged 97 percent. Their conduct and grades also improved greatly over the school year. Best of all, their attitude toward school has completely turned around. Before, they thought school was dull, now they think it is fun.

This year, the students will be taking the animals they trained on visits to their adopted grandparents at a nearby nursing home. They will be sharing the joy that the animals have brought them with the elderly residents. In addition to changing the lives of participating students, the animal companionship project has the potential for becoming a wonderful communication link between the young and old.

VOLUNTEERING BUSINESS EXPERTISE

David C. Buffam, Sr.
Executive Director
Service Corps of Retired Executives Association
Washington, D.C.

People and program are the two elements of success for SCORE, the Service Corps of Retired Executives Association. People who have been successful in the business world and who wish to give something back to society participate in a national network of volunteer business executives and professionals. Participants, mostly retired, but some still active, provide small businesses with technical and managerial counseling and training.

Background

SCORE was created in 1964 after the U.S. Small Business Administration (SBA) witnessed a growth of retired executives active in business counseling groups. At the time, the SBA was focusing on financial assistance for small business and realized that small businesses needed something more: they needed management assistance. Thus, SCORE was born. After 25 successful years, SCORE now consists of approximately 13,000 volunteer members offering counseling in about 750 locations.

Last year, more than 300,000 small-business people received high-quality, individual counseling from SCORE volunteers at no cost. In addition to individual counseling, SCORE offers training at a nominal fee by running workshops for pre-business, management, and target areas such as international trade. The cost of a full day workshop is between $25.00 and $40.00 per attendee.

Funding for SCORE comes in large part from the taxpayer. The budget of $2.5 million must be spread efficiently to make ends meet, as SCORE receives minimal outside funding for specific projects. In the future, programs will probably have to seek further funding if SCORE is to survive and flourish. The budget covers publications and operation of the national office located in Washington, D.C., which is staffed by six people.

The $2.5 million also pays for minimal clerical support in the field and the transportation of volunteers. Volunteers are offered reimbursement for out-of-pocket expenses incurred during counseling. Reimbursement is limited to 24 cents per mile, bus fare, parking or cab fare in the larger cities. Fortunately for us, only about 40 percent of volunteers ask for reimbursement. If all volunteers asked, we would be over budget in a hurry.

As a volunteer organization, we bring full-time national volunteer directors to

Washington, D.C. for one-year tours. These volunteer directors augment our programs in marketing, international trade, management and training. They, in turn, get an opportunity to work with regional and district volunteer counterparts throughout America implementing the program, the mission of which is service to small business.

Expert Members

Who are the members of SCORE? The phrase "Don't retire: Reformat" best identifies a SCORE member. Over 80 percent of the men and women of SCORE come from the retirement age group. They had worked faithfully toward the goal of retirement only to find something missing when they reached their goal. After a few months of playing golf and fishing, they got the "itch" to contribute something active to the world. What better way than to join an organization such as SCORE? There they can use their expertise to help others who are either contemplating going into business or are already in small business and needing some advice. SCORE volunteers remain active by advising and counseling on how to confront and conquer the problems facing small business. Members are former chief executive officers of large corporations, former small business owners, computer consultants, doctors, lawyers, government officials, airline pilots and university professors. Almost any type of business can be addressed by our membership.

Although membership is growing, we find that competition for volunteers is also growing. And, we find that volunteers dislike doing any kind of paperwork that is not absolutely necessary. Paperwork can be a deterrent to volunteer participation. In SCORE, we must report each counseling session since we are sponsored by the SBA, a government agency. We are required to produce monthly reports of our activities, and Congress is also interested in the scope of our operations.

"Don't retire: Reformat . . . SCORE volunteers remain active by advising small businesses."

The reporting is an integral part in the funding process. In Fiscal Year 1989, SCORE counselors held over 165,000 counseling sessions, conducted 3,093 workshops, gave 3,449 speeches, and contributed over 725,000 hours in total. Each of these events must be reported and documented, and much of our time is taken up with record keeping.

Another issue is difficulty in trying to "sell" a free volunteer program. There are factions within our country who feel that "you get what you pay for," and they therefore believe that free counseling may not be quality counseling. The public, therefore, is sometimes led to believe that in order to get quality counseling, they must pay a consultant. This, of course, is not true. The Service Corps of Retired Executives Association continues to provide high quality counseling by experienced professionals to our clients at no cost.

Volunteerism is part of the American character and has been part of our national character since its early days. In fact, volunteer fire units of Colonial America were some of the earliest organized volunteer groups. SCORE volunteers operate in this tradition by sharing their expert resources with the community.

VOLUNTEERS FOR A HEALTHY LIFESTYLE

Fran Freedman
Director
Health Promotion Services
New York City Department for the Aging
New York, New York

Volunteers are extraordinary professionals. Sally Church is one example who attends a senior center in Central Harlem. Ms. Church harbored a dream of becoming a gym teacher when she was a teenager in the South during World War I. When she came north seeking employment, however, she never fulfilled that dream. Now, at age 86, she is living her dream. For the past five years, Ms. Church has been teaching exercise classes for her friends and neighbors at her senior center every day as part of the New York City Department for the Aging's STAY WELL program.

Another example is José Ruiz, who was forced to drop out of Columbia University Medical School during the early 1930s when the Depression created hard times for his family. Mr. Ruiz joined a STAY WELL hypertension screening and monitoring team six years ago at a center in Manhattan. He said it was the closest he had ever come to realizing his ambition of becoming a doctor.

STAY WELL Philosophy

STAY WELL, the New York City Department for the Aging's comprehensive disease prevention program, is a program *for* seniors *by* seniors. It is most especially a program which empowers seniors to take charge of their own good health and help others do the same. STAY WELL emphasizes coping skills, self-help strategies, and self-care. It underscores the enormous power of peer support as a motivational force to help older adults make meaningful and ongoing lifestyle changes.

STAY WELL was initiated in 1984 with funding from outside sources. It is a programmatic response to the new emphasis in health care priorities towards disease prevention and health promotion for all age groups cited in the 1979 Surgeon General's Report. As a community-based service it brings volunteer-led health activities to diverse groups of older adults at senior centers, libraries, senior residences, and other places where older people gather on a regular basis.

The activities include stress management and exercise classes, walking clubs, health forums, and blood pressure screenings. STAY WELL mobilizes the *pro bono* resources in each neighborhood and community to help deliver the program. Local hospitals, mental health centers, government agencies, local chapters of voluntary health agencies such

as the American Red Cross, Cancer Care, Inc., the Lighthouse, the American Lung Association, the National Arthritis Foundation, the Dairy Council and others are all involved in STAY WELL.

Program Design

The core of STAY WELL, however, is its volunteer component. A prescription for a successful volunteer service delivery system must include effective recruitment strategies, a meaningful training program, clearly defined job descriptions, ongoing in-service training, careful monitoring and supervision, and mechanisms for providing volunteers with evaluation and recognition.

> ***"STAY WELL is a program for seniors by seniors."***

The STAY WELL training program lays the groundwork for success with a 12-session health education course followed by a six-lesson volunteer training course. Finally, the volunteer-led activities themselves perpetuate the health training.

The 12-session health education course is presented twice weekly for six weeks to small groups recruited from several senior centers. Designed in collaboration with the New York Academy of Medicine, the course includes sessions on:

- Communicating with Health Care Professionals
- Safety In the Home
- Medication Management
- Coping with Hypertension, Cancer, Arthritis and Diabetes
- Oral Health
- Foot Care
- Vision and Hearing
- Nutrition
- Sexuality
- Grief and Loss

The health topics at each two-and-a-half hour session are presented, without charge, by staff from one of the voluntary or community resources we have enlisted as "partners" with STAY WELL. The STAY WELL staff coordinator leads the group in STAY WELL exercises and stress management techniques at every session, reinforcing the fitness message, and provides a healthy snack to reinforce the nutrition education. With the assistance of the Department for the Aging's Hispanic Enhancement Unit, we have conducted several health education courses bilingually in English and Spanish.

Graduates of the health education course are invited to join the six-session volunteer training program to learn the leadership, group work and teaching skills needed to conduct regularly scheduled exercise classes. The program thus expands with volunteer graduates starting new exercise and stress management groups, walking clubs, hypertension screening sessions, and health forums at their own sites. STAY WELL staff help seniors negotiate with center staff for time and space for these activities. The trained volunteers are monitored and supervised by STAY WELL and site staff.

These volunteer efforts allow health promotion activities to become an integral

part of a center's weekly schedule of activities. With a cadre of 400 volunteers, more than half of whom are black and Hispanic, approximately 2,500 older adults are served at 83 sites throughout the New York City every week.

Volunteer Progress

To keep this volunteer effort on target, STAY WELL staff offer group supervisory sessions to STAY WELL volunteers several times a year and make frequent site visits to observe volunteers in their roles as teachers and leaders. The Senior Volunteer Advisory Committee made up of volunteer representatives from the five boroughs helped plan and implement the individual volunteer evaluation process. Ongoing education is offered through special annual retrainings on a city-wide basis to hone skills and teach new techniques. Volunteers call staff and are telephoned frequently to problem-solve. In addition, all volunteers and center site staff receive *Healthy Aging*, STAY WELL'S training newsletter, which provides the latest updates on a variety of health issues.

Recognition events are held in each of the boroughs annually, usually at a local zoo, botanical garden or community college. The emphasis is always on food, fun and friendship. Every year and a half a major event for everyone is scheduled. The last was a five-year anniversary gala at Gracie Mansion hosted by the Mayor.

The Department for the Aging's long-term experience with STAY WELL has demonstrated the program's success. Preventive programs which educate older adults about health practices that reduce the risk of illness and help maintain physical health and well-being are effective in enabling older adults to make positive lifestyle changes. Older adults provide excellent peer support to help others learn and make similar positive changes.

"Volunteer efforts allow health promotion activities to become an integral part of a center's weekly schedule of activities."

STAY WELL participants themselves have expressed the powerful relationship between how they feel physically and how they react emotionally. "Now that I'm part of a STAY WELL group, I don't mind taking a walk each day," said one volunteer. Another remarked, "With STAY WELL, I've come out of my shell. I can do things I've never done before, like lead a class and speak in front of a group."

Mental Wellness

To further emphasize the relationship between the physical and the emotional and to underscore the concept of "staying well" holistically, we have recently designed and tested a mental health component called Alert and Alive. It includes a 12-session mental health education course and a 12-session volunteer training program. The program focuses on maintaining and improving mental wellness by providing

older adults with skills in coping with and adjusting to changes, life transitions and losses. As part of STAY WELL, the new program helps foster a positive sense of self-worth, esteem, control, dignity and independence. Alert and Alive is modeled after STAY WELL's cost effective design. Like STAY WELL, Alert and Alive has a high potential for being reproduced.

Program Replication

STAY WELL's replicability, in fact, has led us to publish a "How To" guide to help other communities plan and start up similar programs throughout the country. Our STAY WELL manual is currently being translated into Spanish as well. Because we recognize that communities may need more guidance than a book can provide, we have designed a program of on-site, hands-on technical assistance to help localities initiate or expand their own health promotion efforts. We started this new initiative, STAY WELL/STATE-WIDE, in New York State, and eventually, we may also be able to provide some assistance in other regions of the country.

Manuals, technical assistance capabilities, and new program components notwithstanding, the heart of STAY WELL remains its volunteer component. Ralph Waldo Emerson once said, "The only gift is a portion of thyself." STAY WELL volunteers have been giving of themselves for almost seven years. Beyond the nearly one million dollars in free services these volunteers provide annually to New Yorkers over age 60, the gift of their commitment and dedication is immeasurable. At a time when resources continue to shrink, their services have become more valuable and more necessary than ever before. The Department for the Aging's STAY WELL volunteer system serves as a model for the utilization of older people as resources.

RESOURCES

OLDER ADULTS: VOLUNTEER RESOURCES

Maria P. Smith
Volunteer Specialist
Public Policy and Planning Department
American Red Cross
Washington, D.C.

It is a great pleasure to participate in a discussion of the volunteer area of resourceful aging and to explore the resources that can expand it and make it more desirable. The midlife and older volunteer has been a mainstay of the American Red Cross, so this is a subject to which we attach a great deal of importance.

Senior Volunteers in Red Cross Programs

More than half of American Red Cross volunteers are over 55 years of age. Their experience with Red Cross as both service providers and recipients often dates back to World War II. Many of the older volunteers work in the blood programs, which are extremely volunteer intensive. Volunteer jobs in the blood programs range from routine tasks (labeling blood bags), to social (hosting), to technical (compiling medical histories, monitoring vital signs, performing nursing functions), to adventurous (driving products to airports, hospitals, or distant communities under emergency conditions).

Older volunteers also play an important part in the disaster program. Those who work "on-site" at major disasters are required to sign on for extended periods, which makes these service opportunities ideal for retired couples volunteering together. Much of the work is behind a desk interviewing and filling out forms, but there is also damage assessment, emergency sheltering and feeding, and communications. These assignments present special opportunities for retired law enforcement personnel, firefighters, construction workers, non-commissioned military, among others. Important disaster relief efforts can take place "off-site." Amateur ham radio operators working out of their homes contribute to communications as do homebound volunteers who, because of their constant presence near a telephone, can act as contact points and command centers.

In the military and social service programs, senior volunteers do telephone reassurance, casework, production, food delivery, and home visits. They also provide a full range of transportation and hospital services. In addition, they sit on Red Cross boards, provide organizational support (both management and hands-on), and teach health and safety courses.

Necessary Organizational Responses to Senior Volunteers: Succession Planning and Career Pathing

Senior and midlife volunteers offer tremendous bonuses to their organizations. They tend to be experienced, hard-working, reliable, and responsible. Certain challenges, however, face an organization in which a large proportion of its staff is senior in age and/or organizational longevity.

"Senior volunteers do telephone reassurance, casework, production, food delivery, and home visits."

One of these challenges is how to make room for younger volunteers and other elders. Moving senior persons out of jobs they have done for a long time can be difficult. Therefore, it is essential to have in place routinely followed rotation and succession plans. The key word here is "routinely," as these plans must be applied not just when a volunteer can no longer go on or when a volunteer is "wished out" of a position, but must be followed routinely for all leadership and other identified jobs. This depersonalizes the action and avoids offense.

Closely related to succession planning is explicit career pathing. Volunteers need to see opportunities for themselves beyond their current jobs. While moving "upward" is usually considered the most desirable alternative, every effort should be made to make moves in other directions equally attractive. After all, the pyramid gets smaller at the top. And, with good succession planning, even those positions at the top can only be held for a limited amount of time. Imaginative career pathing can take many forms.

- Skills training that opens new horizons both professionally and personally promotes a better understanding of the total organization and avoids burnout.
- Requiring that years of management be interspersed with time back on the "front lines" doing hands-on service and interacting with clients.
- Exchanging leadership volunteers with other nonprofit service and "umbrella" organizations.

Resources in Various Economic Sectors

The Wider Nonprofit Sector

The nonprofit sector is complex; the IRS lists over one million tax-exempt organizations in 24 different tax-exempt categories. United Way lists over seven million such organizations. These organizations represent $130 billion in assets, about five percent of our gross national product.

One-third of nonprofit organizations are associated with religious entities. Other examples of nonprofits are advocacy organizations; professional and social membership organizations; schools, universities, and their alumni associations; hospitals; cultural organizations such as museums, theaters and symphonies;

umbrella organizations united by mission, geography, or special populations; self-help groups (which recently have been the fastest growing in number); funding organizations such as foundations; and, to use Dr. Lester Salomon's phrase, the 125,000 "public benefit social service agencies" (of which the Red Cross is one).

Collaboration among the different types of nonprofits—joint programs, joint training, joint daycare, shared infrastructure, shared volunteers—is the answer to increased opportunities for service and heightened productivity. The Red Cross has collaborated successfully with membership organizations such as Elks and Lions clubs to sponsor blood drives and to operate its phone banks. The Red Cross also has partnership agreements for sharing resources during disasters with organizations as diverse as the National Association for the Advancement of Colored People (NAACP) and national church denominations.

Labor Unions

The community service departments of the American Federation of Labor and Congress of Industrial Organizations (AFL/CIO) predate most existing voluntary service agencies. The unions themselves derive from the volunteer tradition. In their early years they were all-volunteer. The unions were responsible for imaginatively pioneering the "alumni/emeriti" concept that permitted retirees to retain a productive association with their union organizations. This status gave unions the benefit of former leaders' advice and experience while they moved on into voluntary senior positions and made room for younger leadership successors.

The grassroots organization of unions is ideally suited to volunteer service efforts. The American Red Cross receives one-third of its donated blood through union participation. The AFL-CIO and other unions have formal partnership agreements with the American Red Cross for cooperation during disasters. To cite one example, hundreds of telephone outlets are installed in union halls across the country for the purpose of making large-scale communication facilities instantly available to the Red Cross during times of disaster.

"The grassroots organization of unions is ideally suited to volunteer service efforts."

Unions have their own social service programs. In addition, some unions require that while on unemployment compensation (i.e., when on strike), their members make themselves available for community service. Collaboration and planning among unions and voluntary agencies is needed to prepare appropriate service opportunities and training for striking workers.

Unions must be assured that volunteers will not displace salaried workers. On the other hand, union leadership must become increasingly flexible in permitting the sequencing in and out of volunteers for humanitarian reasons into normally salaried positions during strike or emergency

situations. Incidentally, increased volunteer participation often leads to the growth of programs, which results in more salaried jobs in the long run.

Business

The newly expanding relationship between corporate business and volunteerism is beginning to be well-documented and has had excellent representation at this conference. Thus, I will make only a few points.

- Persons working for pay either part-time or full-time are more likely to volunteer than non-employed persons; employed persons, however, donate fewer hours per person than non-employed persons.
- Volunteer community work is increasingly considered part of the corporate "persona." It enhances the image of the corporation in the community and the image of the employee within the corporation.
- An increasing number of corporations employ staff who facilitate, coordinate, oversee, and recognize the volunteer work of corporate personnel.
- Corporations have their own community outreach programs, such as partnerships with schools, in addition to performing services through existing nonprofit community organizations.
- "Executive loans" by corporations to nonprofit agencies are becoming more frequent. Such arrangements, including the pro bono services of law firms, should be considered donations rather than acts of volunteerism.
- Innovative programs such as IBM's "transition-to-retirement" program offers an invaluable resource to the nonprofit sector. Employees are kept on at full pay two years prior to their retirement while they explore volunteer community service.
- "On-site" volunteerism is increasingly accepted. Programs carried on at the workplace and during office hours include blood drives, CPR or first-aid training, United Way fund drives, and "student shadow" programs in which young people learn about the workplace through visits and training.
- Formal work release programs that permit employees to volunteer or receive volunteer training off-site during working hours are still rare. The Red Cross has had some success in securing work release for disaster training.
- The willingness of businesses to accord volunteer experience the respect it deserves on the resumés of job applicants is still lacking. Much work is needed to educate the corporate world to the relevance and comparability of the volunteer experience to the workplace.

Government

The most important contribution government can make to volunteerism is to create a climate in which volunteerism can flourish. Some positive developments have taken place in this regard.

- The high visibility and approval accorded volunteerism by the Reagan and Bush administrations, the catchy

"thousand points of light" imagery, the publicity, and the presidential awards have all focused positive interest on volunteer activities.

- Federal legislation requires federal agencies to consider volunteer experience on the same basis as for-pay experience during the government hiring process.
- The new National Service Legislation provides for experimental initiatives, especially for older volunteers and school children, while also strengthening existing programs such as youth and conservation corps. Even though sparsely funded, this legislation sends a positive signal about the importance of volunteerism.
- Existing government administered volunteer programs such as the Peace Corps, Volunteers in Service to America (VISTA), Retired Senior Volunteer Program (RSVP), Foster Grandparents, and Senior Corps of Retired Executives (SCORE) are continued.
- More than 30 state offices of volunteerism, as well as similar offices in many large cities, promote and coordinate volunteer efforts, provide resources for problem solving, administer government volunteer programs, and support experimental efforts.

Counterbalancing the above are some negative factors which need to be turned around through a determined educational effort by the nonprofit sector.

- Tax legislation unfavorable to nonprofits and volunteers;
- A lack of government appreciation for the adverse effect of reduced government funding for social programs on the infrastructure of community-based service organizations;
- Absence of government understanding of the costs involved in successful volunteer administration. For example, community-based nonprofit service organizations accepting mandated volunteers from court and workfare community service programs often receive little, if any, reimbursement or administrative support;
- Insufficient government understanding of the responsibilities of organizations toward their volunteers. There are no uniform standards for expense reimbursement and tort liability protection for volunteers working in federal agencies under the supervision of federal personnel;
- Lack of understanding for what it takes to make volunteering a realizable commitment for all persons, not merely an exclusive preserve for the financially secure.

Conclusion

In all sectors of the economy, volunteerism offers one key to resourceful aging. At the same time, an aging but vigorous population offers one key to resourceful volunteerism. But our world is too complex for single-factor analyses. Collaboration remains the name of the game. The magnitude of the problems we face demands collaboration within each economic sector and among the sectors, and collaboration within each generation and among the generations.

RETIREES: COMMUNITY SERVICE RESOURCES

Donna Anderson
President
National Retiree Volunteer Center
Minneapolis, Minnesota

"Americans who achieve their sixty-fifth birthdays in 1989 will have lived through some of the severest crises in the nation's history. The Great Crash hit at age five, and much of childhood was spent in the hardest of times, with parents pressed, and some parents broken, by the miseries of a nation in financial ruin. Their seventeenth year was marked by the coming of a war that engulfed their generation, wounding some, killing others, marking all that it touched. This generation saw America rise from desolation to world dominance on their labors and sacrifices. If some take pride in the unprecedented prosperity they made possible, their pride is not without justification.

"Today, as new crises threaten to destroy what this generation built, it is useful to ask whether there is still work for them to do, a productive role for them to play. Is their time past, or is this generation of older Americans still a valuable resource of talent and expertise and energy? And even more importantly, can we as a nation afford to waste such a resource?

"Today's retirees were contemporaries of the youthful president who urged Americans to ask what they can do for their country. They were the new generation to whom he said the torch had been passed. Consider a nation plagued by widespread illiteracy at precisely the moment when a technologically sophisticated workforce is needed, a nation facing an increasingly competitive world marketplace with an underclass of young workers lacking tomorrow's skills. Consider a nation facing the need for expanded education and job training at a moment when resources are strained by massive indebtedness. Is this not the time for the nation to issue a new call for retired Americans to once again put their skills and dedication at the disposal of their country? Is this not the time to engage our senior generation in a new campaign to fight youthful illiteracy, promote youthful employability, and pass on traditional American values?"

"Is this not the time for the nation to issue a new call for retired Americans to once again put their skills and dedication at the disposal of their country?"

These are the remarks of Phillippe Villers, a friend and a colleague. That historical prospective sets the stage for today.

Successful Volunteer Efforts

Volunteering—the giving freely of an individual's time, talents, and energy—is a fundamental aspect of American life. Throughout our early history as a nation, private citizens did not turn first to government to solve problems too big for them to handle alone. Rather, they turned first to their fellow citizens and *with them* organized the voluntary associations they required. Community service is highly valued today, as well. President Bush recently said, "From now on, any definition of a successful life must include serving others."

One example of volunteer leadership which illustrates the value and incredible power of volunteers is Candy Lightner. Reacting to the hit-and-run death of her 13-year-old daughter, Lightner launched Mothers Against Drunk Driving to curb this principal cause of traffic deaths. She has accomplished more than all of the expensive efforts of government and corporations combined. Indeed, not a problem nor an issue is not in some way being addressed and solved by volunteers. The impact of all this participation, power, and passion is enormous. But, we have today seen only the tip of the iceberg in addressing community needs.

Eighty-nine million Americans volunteered in 1985. They averaged at least three-and-a-half hours of volunteering per week. If they had been paid for their services, the bill would have come to $110 billion. Can you imagine the loss to our communities if those volunteers had not shared their time, talents, and energy?

Resources of Retirees

Retirees are an invaluable asset to community service. Their skills, expertise, energy, history, and passion truly make a positive impact on their communities. The following statistics from the National Retiree Volunteer Center provide an interesting picture of retirees in 1989.

- 210 Americans reach age 100 each week.
- Every year 56,000 people over age 65 get married; 10,000 get divorced.
- One of every six elders has children age 65 or over.
- The world's 60+ population was approximately one-third of a billion in 1980. It will top one billion in four years.
- At the turn of the century, the average male spent 3 percent of his lifetime in retirement; in 1990 he spent 30 percent in retirement.
- Almost two-thirds of all workers retire before age 65.
- Over half of people age 85 or over report no physical disability whatsoever.

The opportunities and challenges for this skilled segment of the population are limitless:

- tutoring the young,
- designing effective systems to deliver services to homeless and hungry,

- comforting the families of ill children,
- mentoring gifted children who may discover the cure for cancer or working with at-risk youth,
- providing leadership as a board member of a nonprofit organization,
- bringing hope to the disadvantaged,
- teaching a child or adult to read for the first time,
- aiding political campaigns,
- building equipment for the handicapped,
- providing the brainpower for innovative problem solving,
- working in blood banks,
- participating in fundraising and allocations committees,
- tape recording for the blind,
- providing financial and budget assistance for civic and cultural organizations,
- teaching computer skills,
- preparing income tax returns for the elderly, and
- being a friend of an isolated and lonely senior citizen. . .

The list goes on and on.

The National Retiree Volunteer Center

John D. Rockefeller, III once said, "The best problem solvers in the world are located in American corporations. If they join in a commitment to revitalize the voluntary sector, I fully believe that we will have started an American Renaissance." The National Retiree Volunteer Center was established with the problem-solving abilities of corporations in mind. The Center provides leadership consultation and training in the development of Corporate Retiree Volunteer Programs.

Around the country, programs exist in Honeywell, General Electric, General Mills, Dow Chemical, 3M, Mellon Bank, University of Minnesota, Pillsbury, Boston Globe, Westinghouse, Pittsburgh National Bank, to name a few. The enormous benefits received through the development of Corporate Retiree Volunteer Programs are threefold: for the corporation, for the retiree, and for the community.

Benefits of Corporate Retiree Volunteer Programs

The communities and retirees involved in the Corporate Retiree Volunteer Program, a product of the National Retiree Volunteer Center, are far-reaching:

Benefits to Corporations

- Increased visibility in the community
- Continued link with retirees and others with a vested interest in the corporation
- Increased ability to meet/expand corporate responsibility goals
- Recognized for innovative approach to human resource development for community action
- Improved ability to leverage foundation dollars
- Improved health-maintenance bottom line
- Maximized loyalty of retirees through retiree-managed Corporate Retiree Volunteer Program

- Improved employee relations through demonstration of retirees as an asset of corporations

Benefits to Communities

- Enlarged quantity and quality of volunteers
- Expanded and improved delivery of service and management of agencies
- Increased ability to meet critical community issues creatively through retiree leadership and service
- Increased awareness of community needs from enlarged constituency
- Expanded agency vision and goal achievement through retiree leadership

Benefits to the Corporate Retirees

- Continue to be meaningful force in their communities
- Maintain a positive relationship with employers and co-workers
- Find new fulfillment that adds a sense of purpose to retirement
- Continue using skills and expertise built over a lifetime
- Develop new interests and talents
- Remain healthy and vigorous through mental and physical activity

Below are some examples of Corporate Retiree Volunteer Program involvement.

- The Minneapolis Star Tribune responded to a corporate interest in literacy by sponsoring graduation ceremonies for GED students. Star Tribune retirees also tutor students for the community center.
- GE converted a vacant house into a Ronald McDonald House that accommodates the families of critically ill children during the children's hospital stay.
- 40 Honeywell tool-and-die makers and engineers developed a repair shop within a facility to repair and create new products for physically handicapped patients of all ages on an individually-crafted basis. These "one of a kind" products provide the handicapped the opportunity to live a more independent and productive life.

As we are living longer and retiring earlier, just imagine the revolutionary vision of retirees' great potential to provide a dynamic impact on the development of our cities, educational system, and non-profit organizations for the betterment of America.

VOLUNTEERISM LEGISLATION

Thomas M. Kelley
Legislative Associate
Committee on Education and Labor
United States House of Representatives
Washington, D.C.

Congress does not take a unique view of volunteerism, but approaches it from a different angle than has been discussed by other conference panelists.

There are marvelous programs all over the country, mostly locally based, that are innovative and work well within their communities. The House Committee on Education and Labor has jurisdiction over the Older Americans Act, which authorizes many programs that always need volunteers and are always recruiting volunteers. The Committee also has jurisdiction over the Domestic Volunteer Services Act. Last year, we worked on the reauthorization of these volunteer programs under the Older Americans Act: Retired Senior Volunteer Program (RSVP), Foster Grandparents and Senior Companion. We also have a new piece of legislation, the National Volunteer Service Act.

Domestic Volunteer Services Act

First, I thought I would just let you know what has been happening with the Domestic Volunteer Services Act. Foster Grandparents was created almost 25 years ago. It is an enormously successful program and one that is very popular with lawmakers. Unfortunately, that popularity does not always translate into additional funds; these have not been great times for social welfare programs.

The Foster Grandparents program was created not only to encourage volunteerism, but also to enable low-income people to offer their services. Compelling evidence has demonstrated that low-income people often are unable to volunteer because they cannot afford to. We are trying to get an infusion of new money into the Foster Grandparents program to help alleviate the inequity in volunteer participation. With funding, volunteers can work, earn a stipend, and offer a wonderful service, whether to a Head Start child, a child in day care, or an ill child.

The congressional process helps contribute to volunteer program expansion. Lawmakers see the benefits of foster grandparent services in their districts. They have direct access to their constituents and see foster grandparents loving the volunteer work while helping others. Seeing the program in action encourages the lawmakers to promote program expansion.

Eventually, this kind of congressional process helped lead to a Senior Companion Program. I had the pleasure of touring around Seattle, Washington last year where

I visited three people who were homebound. These homebound individuals had senior companions from the program. The companions go to their homes and help them with activities of daily living, or read to them for an hour, or assist in other ways. These are incredibly important things. It became much more apparent to me that this kind of volunteerism can help prevent people from sliding into a condition that requires more skilled and extensive long-term care. In that sense, the Senior Companion Program is certainly cost preventive in nature. A senior companion costs a few thousand dollars a year, an amount that could be eaten up in only 10 days in a nursing home.

RSVP was also born as part of the Domestic Volunteer Services Act. RSVP is the largest federally funded volunteer organization in the country. I understand that almost 400,000 volunteers were involved in the program last year doing all kinds of community service: working in schools, libraries, and voter registrations, to name a few.

National Service Legislation

Congress has been considering expanding volunteer activities. The ACTION agency, a volunteer network organization formed to develop volunteer activities, provides a good basis. The existence of ACTION, however, has been one reason for the difficulty in pushing the National Service Legislation along.

Two opposing views are held in Congress. One group argues that more money should be allocated to existing programs without starting new efforts. At the same time, other members of Congress argue that the present network is not necessarily effective and different approaches should be tried. This argument led to the drafting of the National Service legislation.

On the whole, it is good legislation. It proposes innovative programs that specifically target youth and older persons. It is being crafted with the intent of meeting many needs. Of course, cost is a factor. The money for volunteer services is probably not going to be there in the National Service legislation.[1] I'd be less than honest if I told you that this program was going to get funded at high levels. I suspect that it will be funded, but at what level is an unanswered question. One provision was added authorizing $5 million for foster grandparents just to work in Head Start centers, which are desperate for volunteers.

We could have put in a volunteer line item for every organization represented in this conference. There is no question that volunteers are difficult to get and that they provide important services, and Congress is trying a number of ways to foster volunteerism.

[1] President Bush signed the National and Community Service Act on November 16, 1990, one month after the Resourceful Aging Conference. The Act originally authorized $104 million for service programs in an effort to promote community service by schools and organizations. However, President Bush has proposed less than $8 million for the FY 1992 national service budget.

UNITED WAY AND SENIOR VOLUNTEERISM

Karen Heller
Senior Associate for Volunteerism
Volunteer and Outreach Services
United Way of America
Alexandria, Virginia

We live in an aging society. In the United States, 6,000 people turn 65 every day. More than one in five Americans is 55 or older. In the last two decades, the 55-plus population has grown at twice the rate of the 54-and-under population. The rate will increase even more after the year 2000 when the first baby boomers reach age 55. This "graying of America" may be the most significant demographic change facing the United States in the next 50 years. United Ways across the country are aware of this trend and are taking an active role in serving and involving older Americans.

The United Way System

What is United Way? The United Way System consists of 1,400 local United Way organizations throughout the United States. The organizations are primarily made up of volunteers who work to meet the health and human care needs of the local community. Each United Way is an independent organization governed by a local board of volunteers. Local United Ways run a single community-wide campaign which raises funds to meet local health and human care needs. The Allocations Committee made up of a group of volunteers allocates funds to best meet community needs based on agency assessments. The committee ensures that every recipient of United Way funding meets specified criteria. Each recipient must be a nonprofit organization governed by volunteers. To qualify for funding, they must submit to an annual financial audit, provide services at a reasonable cost, and maintain a policy of nondiscrimination.

Some of the types of services supported by United Ways are alcoholism treatment, community mental health clinics, food banks, rape crisis counseling, services to the elderly, shelters for homeless and centers for volunteer recruitment and training. United Ways are not just fundraisers, but act as catalysts to solve community problems. Local United Way staff and volunteers are trained in assessment of community problems and information and referral (I&R). I&R provides information on available services to all who call.

Aside from government, United Ways support the greatest variety of health and human care services in the United States, reaching all segments of society. Voluntary

contributions to United Ways support 40,000 programs and services serving millions of people. They are among the most efficient charitable organizations. Because of volunteers and simplicity of payroll deduction for contributions, only 10.5 percent of dollars raised goes to administrative costs. In 1989, United Ways collectively raised nearly $3 billion.

United Way and Older Americans

United Ways are involved with older Americans in three ways: (1) by funding specific agencies serving elders, (2) through direct work with seniors, and (3) with United Way senior volunteers.

Funding Agencies

In 1989, United Ways collectively provided agencies serving older adults with $29 million. The wide range of services funded included adult day care, area agencies on aging, companion groups, housing repair, Meals on Wheels, Retired Senior Volunteer Programs (RSVP), senior centers, and shared homes. Examples of United Way funded programs that help older adults "age in place" are United Way Services in Dubuque, Iowa; Project Concern; and PhoneFriend. These programs provide a variety of services aimed at keeping older persons in their homes for as long as possible. The programs provide extensive services to low-income elders from daily telephone calls from volunteers to friendly visits, 20 hours/week senior companions, assistance with shopping, and transportation to doctors.

Providing Services

Local United Ways also offer varied services to seniors. For example, some local United Ways offer preretirement planning to companies through Retired Senior Volunteer Programs in which volunteers arrange panel presentations on retirement options, travel, available services, and RSVP opportunities. Many United Ways operate RSVP locally or give money to a local program. In one special long-term care program, RSVP links with 13 local extended-care residence facilities to involve residents as volunteers.

"Aside from government, United Ways support the greatest variety of health and human care services in the United States."

Seniors as Volunteers

United Way operates or funds over 300 Volunteer Centers nationally. These centers involve seniors directly as volunteers. Program components are recruitment and promotion, referral and placement, training, and advocacy for volunteerism. In addition, Volunteer Centers operate RSVP and Foster Grandparents in many communities and other programs that target minorities and youth.

Volunteer Demographics

A "55+" task force was formed three years ago at the United Way of America Board level to promote relationships with national aging organizations, such as AARP and the National Council on the Aging (NCOA). The task force has conducted in-depth research into the demographics of the over-age-55 segment of the population, including profiles of senior volunteers.

The results of this research are reported in United Way's *Retirees: A Profile on the 55-and-Over Market* (Allan, 1988). According to the report, men and women volunteer at a similar rate. Income, education level, and prior volunteer involvement are related to an individual's likelihood to volunteer. Like all volunteers, most people over age 55 volunteer with religious organizations, although the range of activities is wide. The over-age-55 group volunteer because they want to help others and because of an interest in the volunteer activities. They stated that they had selected specific organizations because they were asked by someone, or had previously participated in that organization.

United Way of America's "55+" Task Force has explored relationships with AARP, NCOA, and the National Retiree Volunteer Center (NRVC). The group plans to produce "How To" publications in the future for local United Ways interested in working with corporations on retiree giving and volunteering. Some of United Way's projections are derived from its software package "Preparing for an Aging Society," a computer forecasting model that projects the future population of a community and how it will age based on demographics. The software uses this information to project future demand for services.

In summary, United Ways and United Way of America are currently serving seniors through United Way programs, United Way-funded agencies, and opportunities to volunteer through Volunteer Centers. We have spent time designing ways we can work with and serve seniors in the future, and are now taking action to ensure that we are prepared to be a resource to seniors into the 21st century.

Reference

Allan, C. (1988). *Retirees: A Profile of the 55-And-Over Market.* Washington, DC: United Way of America.

AGENDA FOR THE FUTURE

OUR HOPE FOR THE FUTURE: AMERICA'S RENEWABLE RESOURCE

Trudy Cross
Consultant on Aging
Charles Stewart Mott Foundation
Flint, Michigan

Productive Aging and the Mott Foundation

Many years ago, I read a sign that expressed a great philosophy about volunteerism: "Service is the rent we pay for the space we occupy on earth." As older Americans are given more years as occupants, we must meet the challenge of giving them more ways to "pay their rent." Millions of older Americans today are healthier, more affluent, and better educated than any previous older generation. Their talent, skills and experience are invaluable, and surveys have shown that many of them are willing to volunteer; they want to be productive.

Productive aging has been the theme of the Charles Stewart Mott Foundation grants in the field of aging since 1978. For several years, the Foundation has supported second career programs that have given older people volunteer and work options. We supported the efforts of the Executive Service Corps in several communities where retired executives assist nonprofit organizations. We had many funding partners from the private sector, both corporations and foundations. Intergenerational and mentoring programs are now the Foundation's primary focus as we seek to identify new approaches for supporting both the young and old in our nation.

In 1982, the Grantmakers in Aging, an affinity group of the Council on Foundations, was organized. Since then, many collaborative grants have been made in the field of aging. I believe this trend will continue in the future. I also believe foundations and corporations will continue to support a variety of programs that give older Americans more choices and more challenges.

Linking Lifetimes

An example of a collaborative effort called Linking Lifetimes began over two years ago. This national multi-site research and demonstration program was developed and funded by six foundations to promote the development of intergenerational programs. The overall mission of the initiative is to demonstrate the effectiveness of using older mentors to help at-risk youth and young offenders become productive and self-reliant members of society. Eleven demonstration sites are implementing the intergenerational mentoring programs with community

foundations and government agencies contributing dollars.

By acting as advocates, challengers, nurturers and role models, older persons can help vulnerable youth develop a sense of competence and help them cope with stressful situations. Throughout our nation, many intergenerational programs are building a stronger sense of community among various age groups. As these programs are evaluated and prove to be effective, foundations, corporations and government agencies can play an important role by assisting with replication and national dissemination efforts.

"Nursing home staff and residents' family members have changed their attitudes about the potential contribution of the frail elderly."

Technology That Links Generations

Modern technology will enable us to develop many creative volunteer programs in the years to come. Two programs using modern communications technology that are already underway are Love Link and Grandma, Please. Love Link is a program which links nursing home residents to special education students in a telecommunications network of 135 classrooms across the United States and Canada. A corporation provided the funds to purchase computers, modems, and linetime. Nursing home residents learned how to write letters to the students and the students responded. One little girl wrote and asked, "My gerbil died. What do I do now?" An older woman wrote back a thoughtful response about how hard it is to lose someone or something we love, but life goes on, and we have our memories. An older man in the program stated, "I can't go fishing anymore, but I can still write to the kids and tell them which bait to use for certain kinds of fish." When the students in geography or social studies classes study a certain region or country, they ask the older people who may have lived there or visited there to respond. The nursing home staff and residents' family members have changed their attitudes about the potential contribution of the frail elderly. Resident behavior and self-esteem have improved as well.

Grandma, Please trains older volunteers to take phone calls from latch key children. The program serves over 350 children Monday through Friday, from 3:00 p.m. to 6:00 p.m. Sometimes a child who comes home to an empty house wants to tell someone right away that he got an "A" on his spelling test. Other times, arguing siblings can call "Grandpa Frank" who may say, "Let me talk to your brother." A school psychologist is available for older volunteers to call in case any critical situation occurs. The program has a strong support system built in with pretraining and ongoing training components for the volunteers.

Both programs demonstrate that frail elderly and those with limited mobility, if given the opportunity, can be volunteers in meaningful activities. Three quarters of the participants are low income and limited

in mobility. Their attitudes and self-esteem have improved. One man who is visually impaired said, "I know it sounds silly, but since I got involved in this program, I cherish every morning, because I know the kids are going to be calling."

Another innovation made possible by modern technology is Service Credit Banking. Computers make it possible to record the number of service credits earned by volunteers who provide services in the homes of family caregivers. These credits are "banked" and may be drawn out in the future when the volunteer or a family member needs similar service. I believe this national movement will continue to grow as its merits are demonstrated in local communities where the program has been implemented.

Retirees in Volunteerism

To increase the opportunities for older Americans to volunteer, attitudes and behaviors of chief executive officers (CEO) in the corporate world must change. The success of any corporate volunteer program depends upon the support of the CEO. The efforts of the National Retiree Volunteer Center have demonstrated the ability of corporations to recapture the knowledge and expertise of their retirees for the good of the community. The decisionmakers in a corporation need to be convinced that their own retirees can become a force in their local communities.

More school systems need to be educated about the contributions older residents can make if the doors are open to them. The Chicago School District is involving older volunteers in the school system. The state passed a law that every school in the district must elect a local neighborhood advisory council. The council members have the power to hire and fire their principal. They are responsible for writing their budget, deciding how their funds will be spent, and developing a long-range plan. One hundred Executive Service Corps of Chicago (ESCC) older volunteers are working with these local advisory councils by teaching them the skills they need to carry out their responsibilities.

As we plan an agenda for the future, it will become even more important to utilize the resources of older people in addressing local community and individual needs.

To accomplish this, a change in attitude of the directors of nonprofit organizations is needed. Many of them need to be educated about the invaluable contributions older American volunteers can make within their organizations. Volunteers complement, not threaten, the work of their agencies.

Volunteers need a clear understanding of their responsibilities through formal job descriptions and information about agency policies. They deserve the same respect and consideration as paid staff. At the same time, if their performance is unsatisfactory, they should be reassigned, or if necessary, fired. Agency directors also need to be convinced that the time invested in giving older volunteers on-the-job training will be a worthwhile investment.

Conclusion

As a nation, we can no longer afford to ignore the valuable resources our older

citizens have to offer. Our agenda for the future must include a concerted effort to educate decisionmakers that older Americans should not be viewed as a "problem" for our communities, but rather as a "solution." If their combined resources can be tapped, unlimited amounts of energy, wisdom and experience are just waiting to make a difference in their communities. Our challenge is to continue developing the programs and taking the other actions that are needed to stimulate volunteerism in the coming decades.

As we develop an agenda for future years, successful models of volunteer programs could be shared through more creative utilization of modern technology. National advocacy groups for older Americans might consider establishing a national clearinghouse, for instance, of older American volunteer programs, which would be helpful to foundations and corporations as well as nonprofit groups interested in developing more volunteer programs.

VOLUNTEERISM IN THE FUTURE: SERVICE CREDIT BANKING

Hunter McKay
Senior Policy Analyst
Center on Aging
University of Maryland
College Park, Maryland

States around the country are facing major fiscal crises that have forced them to roll back supportive service programs. As government reduces the number of people it can serve, volunteer programs can provide one source of needed supportive services.

My perspective about long-term care is that elders want to stay home; they want to age in place. The capacity of the existing formal system of paid services to help make that possible is going to be greatly reduced. The federal government is unlikely to pass a sweeping program that provides the services people need on a day-to-day basis, and as the number of elders increases, it is clear that we will not be able to rely on government to provide funding for all of the needed services. Frequently, the services that are cut first are the services to the least impaired. This group may be in the best position to benefit from the efforts of volunteers.

Service Credit Banking

In 1987, the Robert Wood Johnson Foundation provided grant funding for six sites to implement a unique form of volunteering called Service Credit Banking. The basic goal of the program is to (1) match elders in need with available volunteers on a one-to-one basis, and (2) to give volunteers a credit for each hour that they volunteer. These credits can be redeemed at a later date for similar volunteer services.

Service Credit Sites

The sites are located around the country, in San Francisco, St. Louis, Miami, Boston, New York, and Washington. They vary greatly in organization and size. The smallest has 150 people, and the director of the program meets every person who will be volunteering. Others, such as Miami, have 1,000 volunteers and a very different organizational structure. The size and emphasis of the program depends largely on the sponsoring organization and its goals in establishing a service credit program.

Program Operations

A basic program component is the delivery of individually requested in-home services. Less impaired elders often need to stay at home and get assistance with activities of daily living. Many elders, for

example, are fully able to stay at home but cannot drive. They might not be able to do light housework, go shopping, or balance their checkbook. These services are not provided by a home health aide, they are not paid for under Medicare and are not covered under any of the proposals for new federal programs. They are, nevertheless, critical services. Volunteers can be used effectively to help people stay at home by providing assistance with these instrumental activities of daily living.

Volunteer Matching

Another basic program component is the matching of individual needs to available volunteers. In this way, service credits maximize the impact of volunteers. Programs in the community use a computer to match a person in need with a volunteer who lives nearby and is able to provide the needed service. In Miami, for instance, there are 1,000 people in the computer database. Someone who calls up and requests assistance in getting to church is matched by computer with somebody who lives in the area and is willing to drive on a Sunday. The match is made and the service is delivered. The volunteer receives a credit and the service recipient is debited a credit.

Service Credits

People who are volunteering earn one credit for every hour that they volunteer. The idea is that the program is able to track the flow of services through monthly statements of exactly how much service has been provided. The system addresses the importance of keeping data on volunteer activities. The sites are able to document exactly what services have been provided, to whom, the ages of the people, and their living situations. The data collection provides an assessment of how much assistance is being offered in the community.

Program Services

One of the interesting things about these programs is that the services are distinctive to different communities. A service such as going to church may be popular in one particular community while another service such as translation is popular somewhere else. The community in which the volunteers are situated determines which services are important and which are provided. There is no need for standardized service delivery. The capacity of the service credit system to encompass all services in a given community allows the program to reflect the needs of its immediate surroundings.

Service Credit Banking changes the focus of volunteering. Traditionally, volunteering was associated with an institution of some sort, perhaps a hospital. Service credit programs are focused on the private homes of persons in need. The volunteers provide only those services that have been specifically requested by someone in need. This forces a close tie between the type of need within a community and the services offered in the program.

Motivation

Volunteer motivation is a key element. Frequently, when people hear about service credits they make the assumption that

people are volunteering solely for the service credits. That has not been the case in any of the six sites to date. People are volunteering for the same reasons they have always volunteered, and will always volunteer: the basic desire to assist others and be of assistance to the community. This does not say that the credits are not a factor. One of the important things about the credits is that they communicate in a concrete way the value of the services that the volunteer has offered. Volunteers need that kind of recognition, and the monthly credit statements keep volunteers active in the program.

"One of the important things about the credits is that they communicate in a concrete way the value of the services that the volunteer has offered."

Impact on Long-Term Care

Providing long-term care services in the future will be a major challenge for society. Providing a decent level of services will require the combined resources of government programs, individual savings, and community commitment. Given the budget situation at both the national and state levels, we need to tap the resource of elder volunteers. Service credit programs offer one way to tap this resource through the perspective of empowerment rather than entitlement. Elders are encouraged to make a contribution to the community and to think about and anticipate their needs. This is in contrast to a system that does not anticipate possible service needs but merely hopes for an entitlement to be available if the need does arise.

Service credits do not replace existing long-term care programs, but rather complement them by encouraging elders to provide for their own needs. Existing government sources for long-term care are thus allowed to concentrate on individuals with advanced levels of need who have no other sources for supportive care. Service credits are not a substitute for the formal home care assistance that states and the federal government provide.

Conclusion

Service Credit Banking programs have the potential to increase the resources available to individuals attempting to remain in their homes. The program matches volunteers with specific in-home needs, and as government cuts back on available services, volunteers may be one of the only sources that can continue to provide supportive services. In addition, service credit programs encourage elders to anticipate their own needs by being trained in supportive services and by earning credits that can be redeemed later.

The concept of service credits can be applied in a number of ways. Programs can involve diverse groups of people. Many of the sites have developed intergenerational programs involving high school students

and other young people. The role of informal caregiver can be critical to keeping people in the community, yet this role often involves a terrible strain on the individual in need and on their loved ones. Service credit programs attempt to provide elders with a means for anticipating and sharing these informal care responsibilities.

VOLUNTEERISM: AN AGENDA FOR THE FUTURE

Marian Heard
President and CEO
Points of Light Foundation
Washington, D.C.

Introduction: The Choice To Be Involved

I want to share with you a few ideas today and a few challenges as well. First, here is a story about Art and Fran, an average older couple who worked and were married a long time. Fran helped put their children through school. When she took early retirement, she remained very active. She was involved in a church group, a community group, a neighborhood group, a garden club, the gourmet club, and the ladies club. She had a great time. Meanwhile, Art kept working until his boss finally told him to go home.

Fran was not happy with the new situation. Art did not have any outside interests other than work. So Art got in the easy chair, and he stayed there for days. He did not shave, and then the most horrible thing happened: he did not bathe.

Fran took him to the doctor. The doctor kept Art in the office for three hours while Fran waited outside, pacing, convinced that something was terribly wrong with her husband. When the office door finally opened, Fran said, "What is it? I had a perfectly healthy husband who was working. He came home and sat in the easy chair, and now he's a wreck."

"Fran," the doctor replied, "you've been very involved in community activities, helping babies and seniors alike. But, I'm afraid Art is really sick. In order to help him, you need to change your life completely." The doctor prescribed that Fran would have to stop her volunteer work and community service to take care of her husband. She would have to cook, clean, bake, and go the store everyday. She was warned that her husband was vegetating, and that he was going to die.

Fran was in shock. She thought about the people she helped over the years, the kids she tutored, the neighborhood group she organized, and the legislation she helped to pass. The doctor was telling her to give all that up, for her beloved was going to die.

Fran was faced with a choice: she could continue her active, volunteer lifestyle or commit all of her hours to waiting on her husband. When faced with this choice, Fran looked the guy she'd been with for 38 years straight in the eye and said, "Art, you're going to die!"

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We all have choices. Fran made her choice: She was not giving up her years of

community service, her years of having a sphere of influence, and her years of service to others. That is what the Points of Light Foundation is all about. The mission of the Points of Light Foundation is to encourage every American—not some Americans, not young Americans, not rural Americans, not urban Americans, but *every* American—to be involved in community service, service directed toward helping solve serious social problems.

The Challenge of Service

This is the era of the decline of the human infrastructure. People talk about roads crumbling and bridges falling, but not too many want to take the time to talk about people dying. When children do not read, when teens have babies, when thousands and thousands of students are dropping out, they are in effect dying. They do not have the same opportunities and the same quality of life that many in this room have had, and they never will have those opportunities. How can this problem be addressed? The challenge is to get more and more people involved in mentoring, afterschool programs, weekend retreats, and outward bounds.

There are some creative things that can be done to achieve the challenges of service. A recommendation for advocacy is to ask local groups across the country to contact major community agencies, including settlement houses, VOLUNTEER–The National Center, and the United Way. Challenge the community to join forces to develop creative programs, to discover the best places for the programs. Work with local agencies to identify the issues in the particular community. Issues may vary from literacy to school dropouts, to homelessness, to teenage pregnancy.

"The challenge is to consider new program designs to accommodate diverse volunteer lifestyles."

Another major area to address is attitude. People have to change the way they think about a volunteer community service, and perhaps change the program structure, as well. For example, inflexible time slots for positions limit volunteers' availability to participate. Other limiting factors are transportation, mobility, and building location and layout. The challenge is to consider new program designs to accommodate diverse volunteer lifestyles. Think about outreach activities that can be done offsite to accommodate homebound volunteers. Consider evening hours for volunteers who work during the day. Find creative places to locate services, like schools that have closed or settlement houses.

The challenging issues for the next decade and beyond are about the human infrastructure. Creative solutions must be found to use the demographers' forecasts of the senior sector. This sector is where the power base is, where the resource base is, and certainly where the volunteer opportunities are in the future.

VOLUNTEERISM: DEVELOPING AN AGENDA FOR THE FUTURE

Theodora Jackson
Deputy Director
Local Programs Operations
New York State Office for the Aging
Albany, New York

Planning for the future requires goal setting, inventory of available resources, and the design of strategies to address existing challenges. The goal of aging programmers and advocates is the development of an agenda that will promote an increase in the number of older volunteers, an increase in the number of meaningful volunteer opportunities for older people, and the maximum utilization of the unique resources of this population for the enhancement of our entire society as we approach the 21st century.

What then are our needs and resources, and what can we build on as we work toward this goal? There is a great deal to build on. In the late 60s and early 70s, the first Serve and Enrich Retirement through Volunteer Experience programs (SERVE) in New York state were developed. SERVE was the first group volunteer program for older Americans. It provided the prototype for the Retired Senior Volunteer Program (RSVP).

Attitudes About Aging

During those years much effort was expended in convincing agencies to use older volunteers and in persuading older people that they had something of value to contribute. At that time, older Americans were seen as having very few resources. They were, as a group, saddled with a stereotype which implied mental and physical frailty. However, the image of the elderly has, in recent years, swung to the other extreme, and older people are now often portrayed as the most affluent and mobile segment of our society. I hope we will quickly move to a more accurate depiction of a heterogeneous aged population.

Today, there is much talk about the "Graying of America" and as our society matures, we are developing new attitudes about aging and the aged. A well-known adage describes a young adult saying, "When I was in my late teens, I was appalled at how ignorant my father was, how little he knew. By the time I got into my mid-twenties, I was amazed at how much the old man had learned in just a few years." We, as a country, seem to be awakening to the wisdom and value of the elders in our society, thereby significantly increasing the acceptance of older volunteers in almost every service and educational arena.

At the turn of this century, America was demographically a youthful country with only about 4 percent of the total population over age 65. By 1980, that percentage had grown to over 11 percent, and in the year 2000, there will be 35 million Americans over age 65. The baby boomers will swell the numbers to over 51 million in 2020. This dramatic escalation in the aged population can, for our purposes, be viewed as a rapid increase in the pool of potential senior volunteers.

Another set of opportunities is shaped by societal circumstances—the very conditions that concern us the most, such as the pauperization of children, the growing rate of illiteracy, homelessness, and drug abuse. They also promote new ways of thinking of volunteer opportunities. To be meaningful, volunteer opportunities must address real needs and make substantive contributions.

Cultural Differences

A potential resource emanates naturally from the human desire to be of service to others, so it is possible to build on and learn from this aspect of "human nature." For example, frequent discussions revolve around how to get more minority elders into volunteer programs. The issue may not be one of outreach and recruiting strategies as much as one of understanding racial and cultural differences in semantics, values, motivational and organizational concepts, and the laws of nature that may already be at work.

During Dr. Martin Luther King's funeral service, one of his favorite hymns was sung: "If I can help somebody as I pass along, then my living will not be in vain." This theme is often played out in the black community. Many black people who regularly provide meals for the homebound, who call daily to check on a friend, who take a frail neighbor shopping every week, who assist the poor in applying for entitlements and benefits, are not, in their terms, "volunteering"—they are "helping somebody."

"To be meaningful, volunteer opportunities must address real needs and make substantive contributions."

A recent study revealing the fact that people who live the longest are most often helping somebody beyond the circle of their immediate family or friends can also become a boost to volunteerism.

Future of Volunteerism

So we have at least five significant building blocks as we move into the future: (1) The changing attitudes on aging, which promote greater respect for and acceptance of older adults; (2) the escalating aged population, which implies an increasing pool of potential volunteers; (3) serious social problems that provide opportunities for meaningful volunteer assignments as well as paid professional service; (4) human nature, which promotes the need to be helpful; and (5) documentation of the life-supporting benefits of volunteering.

What then remain as challenges to be addressed by an agenda for the future? One challenge is to promote the "Thousand Points of Light" concept through public education. That concept increases understanding of the critical need for volunteers to expand services to individuals and groups in need of assistance and of the value of older volunteers.

Public officials give support to areas as demanded by their constituencies. The people must tell their elected officials why funding for volunteer programs is important and ensure the appropriations required to most effectively use our country's volunteer resources.

We also need to understand that older volunteers are not all "cut from the same bolt of cloth." Older people must be seen as the unique individuals they are, in order that their various contributions can be made. Programmers and volunteer recruiters must realize and build on the fact that everybody has something to share, and even frail older people have some strengths and skills.

A variety of volunteer opportunities must be available to address different needs, interests and abilities. More attention is needed toward developing various types of volunteer roles that are challenging, gratifying and productive. Agencies and unions must work together to design volunteer roles that can foster the greatest benefits for paid as well as voluntary staff.

My recommendation is that national advocacy groups like AARP use all of their communications mechanisms to educate the public, to help all of us to become better advocates, and make certain that older volunteers and volunteer programs receive enough support to make the impact that our country needs.

DIRECTORY OF PROGRAMS AND RESOURCES

DIRECTORY OF PROGRAMS AND SERVICES

AARP Volunteer Talent Bank
American Association of Retired Persons
Washington, D.C. 20049
(202) 434-3219

ACTION
(The National Volunteer Agency)
U.S. Customs House
2nd & Chestnut Streets
Room 108
Philadelphia, PA 19106
(215) 597-9972

Adopt-a-Grandparent
Dade County Public Schools
Department of Community Participation
1450 N.E. 2nd Avenue, Room 217
Miami, FL 33132
(305) 995-1215

American Lung Association
National Headquarters
1740 Broadway, 14th Floor
New York, NY 10019-4374
(212) 315-8700

American Red Cross
National Headquarters
430 17th Street, N.W.
Washington, D.C. 20006
(202) 639-3124

Animal Companionship Project
Dade County Public Schools
Department of Community Participation
1450 N.E. 2nd Avenue, Room 217
Miami, FL 33132
(305) 995-1215

Arthritis Foundation
1901 Fort Myer Drive
Suite 500
Arlington, VA 22209
(703) 276-7555

Cancer Care, Inc.
1180 6th Avenue
New York, NY 10036
(212) 302-2400

Dade County Public Schools
Department of Community Participation
1450 N.E. 2nd Avenue, Room 217
Miami, FL 33132
(305) 995-1215

Dade Parents
Dade County Public Schools
Department of Community Participation
1450 N.E. 2nd Avenue, Room 217
Miami, FL 33132
(305) 995-1215

Dairy Council
7315 Wisconsin Avenue
Suite 812, East
Bethesda, MD 20814
(301) 986-9113

Executive Service Corps
520 South Lafayette Park Place
Suite 210
Los Angeles, CA 90057-1607
(213) 381-2891

Foster Grandparent Program
ACTION
(The National Volunteer Agency)
U.S. Customs House
2nd & Chestnut Streets
Room 108
Philadelphia, PA 19106
(215) 597-9972

Grandma Please
4520 North Beacon Street
Chicago, IL 60640
(312) 561-3500

Head Start
Drew Elementary
56 & Eads Street, N.E.
Washington, D.C. 20019
(202) 724-4582

Intergenerational Law Advocacy Program
Dade County Public Schools
Department of Community Participation
1450 N.E. 2nd Avenue, Room 217
Miami, FL 33132
(305) 995-1215

Laubach Literacy Action
1320 Jamesville Avenue
Box 131
Syracuse, NY 13210
(315) 422-9121

Lighthouse
800 2nd Avenue
New York, NY 10017
(800) 334-5497

Linking Lifetimes
Center for Intergenerational Learning
Temple University
206 University Service Building
Philadelphia, PA 19122
(215) 787-6970

Love Link
Robert Baines
Genessee Intermediate School District
2413 W. Maple Avenue
Flint, MI 48507
(313) 768-4400

Meals on Wheels
1313 New York Avenue, N.W.
Washington, D.C. 20005
(202) 393-3949

The Charles Stewart Mott Foundation
1200 Mott Foundation Building
Flint, MI 48502
(313) 238-5651

National Council on the Aging
409 3rd Street, S.W.
Washington, D.C. 20024
(202) 479-1200

National Retiree Volunteer Center
607 Marquette Avenue, Suite 10
Minneapolis, MN 55402
(612) 341-2689

Peace Corps
1990 K Street, N.W.
Washington, D.C. 20526
(202) 606-3886

PhoneFriend
P.O. Box 57194
Washington, D.C. 20037
(202) 223-2244

Points of Light Foundation
736 Jackson Place
Washington, D.C. 20503
(202) 408-5162

Project Concern
1 Farragut Square South
1634 Eye Street, N.W.
Suite 702
Washington, D.C. 20006
(202) 347-8977

Project Move
Dade County Public Schools
Department of Community Participation
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